

STATE OF SOUTH CAROLINA

OFFICE OF THE LIEUTENANT GOVERNOR



ANNUAL ACCOUNTABILITY REPORT

Fiscal Year 2010–2011

SEPTEMBER 15, 2011

The Honorable Ken Ard
Lieutenant Governor of South Carolina

Accountability Report Transmittal Form

Agency Name: **SC Lieutenant Governor's Office**

Date of Submission: **September 15, 2011**

Agency Head: **The Honorable Ken Ard, Lieutenant Governor of South Carolina**

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Section I: The Lieutenant Governor's Executive Summary

1.1 Mission, Values, and Vision of the Lieutenant Governor's Office

The Office of the Lieutenant Governor provides leadership where and whenever possible on legislative matters and public policy for the State of South Carolina. As the state's second ranking Constitutional office, the vision is to be a key factor in developing methods for efficient government, and a progressive plan to improve the state's economy and promote economic development and jobs.

The Lt. Governor is responsible for managing the State Office on Aging (LGOA). The LGOA is the federally designated "State Unit on Aging" (SUA) as required by the Older Americans Act (OAA). The OAA intends that the SUA shall be the leader relative to all aging issues on behalf of all older persons in the state. Enabling legislation for the SUA is found in Title 43 of the Code of Laws of South Carolina, 1976, as amended. The Office on Aging was permanently placed under the authority of the Lieutenant Governor in 2008.

The mission of the LGOA is to meet the present and future needs of seniors and to enhance the quality of life for seniors through advocating, planning, and developing resources in partnership with state and local governments, non-profits, the private sector, and individuals.

The values established for the LGOA put South Carolina seniors first and include outstanding customer service, excellence in government, person-centered care, teamwork, and research-based decision-making.

The vision set for the LGOA allows for seniors to enjoy an enhanced quality of life, contribute to communities, have economic security, and receive supports necessary to age independently with choice and dignity.

1.2 Major Achievements from Past Year

- A. The LGOA successfully signed up its first clients for the Community Living Program (CLP) in the Trident Area Agency on Aging (AAA) region (Charleston, Berkeley, Dorchester Counties). The CLP is a partnership with the Veterans Administration and in conjunction with the Trident AAA and the U.S. Administration on Aging (AoA). Currently the program is only offered in the Trident AAA region, but there are plans to expand statewide to areas served by VA medical facilities. Officially titled the *Community Living Program: Supporting Independence and Choice in the Community – AoA with Veteran Directed Home and Community Based Services Option*, the grant strides to work with other long-term care stakeholders to target and serve individuals at highest risk of nursing home placement and spend-down to Medicaid, with flexible services. All activities during this pilot will be done with statewide implementation as the ultimate goal and the pilot is expected to be expanded to the Midlands through the Santee Lynches AAA in 2011.
- B. During 2010 and 2011, the LGOA successfully increased its outreach activities by forming new partnerships with numerous groups and organizations outside the state's traditional senior network, including: AARP, MUSC Center on Aging, American Cancer Society, Providence Hospital's Comprehensive Geriatric Education Program, USC's Veterans Military – Exceptional Family Member Program, USC – We Can-Colon Cancer Education Program, SC Library Association, Columbia Fire Departments – Education Program, Charleston Senior Network, SC Mission 2011, Senior Solutions, Senior Resources, the Elks, Baptist Health – Case Manager and Discharge Planner Health Fair, USC Assisted Technology – Assisted Technology Exchange, Senior Care Professionals of the Midlands, and numerous faith based groups and the media.
- C. SC Access, which is the LGOA's (one stop shop) online informational service continues to attract new users each month. At the end of the fiscal year, SC Access had seen its number of users grow to over 6,000 unique visitors a month. Numerous groups and aging network partners and constituents can now link their calendars and events on the SC Access site providing valuable sources of information targeting seniors, their families and caregivers, including free health and wellness programs offered throughout the state.
- D. 65,126 contacts were made by I&R (Information & Referral) staff (an increase of 30,248 contacts over the previous year).
- E. 29,910 contacts were made by SHIP (State Health Insurance Program) staff (an increase of 7,605 contacts over the previous year).
- F. 9 out of 10 AAA Regions have transitioned to ADRC's (Aging Disability Resource Centers). The ADRC's are one stop service centers for the elderly and disabled throughout South Carolina.
- G. Lt. Governor's Office acquired BGTime.org, an online community forum specially designed for senior citizens in South Carolina. The mission of BGTIME is to bridge ethnic, economic and generational lines to raise digital literacy among seniors, enhancing their participation in civic dialogue.

1.3 Key Strategic Goals for the Present and Future Years

GOAL 1: CONTINUE SERVING SENIORS DURING ECONOMIC DOWNTURN

- Strategic Goal 1:** With budget cuts and limited federal and state resources, along with a significantly growing elderly population, it is becoming increasingly difficult to provide services at current levels. The number one strategic goal of the LGOA will be to find ways to be more efficient with less, while continuing to provide critical services to seniors.
- Strategic Goal 2:** With the focus of elder care shifting to "Aging Gracefully at Home" the LGOA will need to find ways to provide valuable Home and Community Based Services such as meals, transportation, and other home care services to a growing senior population which is currently greater than 900,000 in South Carolina. Without these services, seniors would be institutionalized in facilities funded through Medicaid at a much higher rate to the taxpayers.

GOAL 2: IMPROVE PROTECTIONS FOR THE STATE'S VULNERABLE ADULTS

- Strategic Goal 1:** Administer the Long Term Care (LTC) Ombudsman Program as mandated under OAA and state statutes (The number one priority of Title III of OAA.)
- Strategic Goal 2:** Develop programs for the prevention of elder abuse, neglect, and exploitation.
- Strategic Goal 3:** Provide Elder Rights and Legal Assistance Programs for the elderly.
- Strategic Goal 4:** Provide programs, education and information to protect seniors from fraud/scams.

GOAL 3: IMPROVE QUALITY AND LENGTH OF HEALTHY LIFE FOR THE SENIOR POPULATION

- Strategic Goal 1:** Promote opportunities for seniors and their families to help exercise more control of and access to the services they receive.
- Strategic Goal 2:** Provide programs, education and information to help seniors prevent or delay the onset of chronic conditions and maintain independence and quality of life.
- Strategic Goal 3:** Provide Medicare, Medicaid, and long term care information to seniors.
- Strategic Goal 4:** Promote development and increased utilization of senior centers to provide information and services that encourage socialization, health, and education.
- Strategic Goal 5:** Support the protection of vulnerable seniors in times of disaster.
- Strategic Goal 6:** Provide information on Alzheimer's disease and related dementias and seed grants to community organizations for education and respite programs.
- Strategic Goal 7:** Partner with the Area Agencies on Aging (AAA) to deliver information, assistance, training, and respite to family members caring for seniors and seniors raising grandchildren.

GOAL 4: EFFICIENTLY MANAGE OAA AND STATE RESOURCES FOR MANDATED SERVICES

- Strategic Goal 1:** Maintain and support the competitive procurement process for services.
- Strategic Goal 2:** Request, plan, allocate, and advocate for state resources.
- Strategic Goal 3:** Provide administrative support to include accounting, budgeting, payroll, and information technology to the LGOA.
- Strategic Goal 4:** Monitor subgrantees to ensure compliance with federal and state requirements.

GOAL 5: PROVIDE INFORMATION ON TRENDS/ISSUES IMPACTING QUALITY OF LIFE

- Strategic Goal 1:** Increase awareness of aging issues; encourage consensus for policy changes.
- Strategic Goal 2:** Provide ongoing training and educational activities for seniors.
- Strategic Goal 3:** Enhance research and data collection on effectiveness of aging services.
- Strategic Goal 4:** Meet federal and state reporting requirements on a timely basis.

1.4 Key Strategic Challenges

A. LGOA strategic challenges

As the economic downturn continues into a fourth year, the LGOA strives to meet the challenges of delivering services statewide to an aging population of over 900,000 seniors, while having to deal with budget cuts and shrinking services. An 11.95% of the aging population is below the poverty rate. During this

recession, the LGOA has attempted to maintain senior services and programs throughout the state, while cutting expenses and spending in the state office.

In previous years, the LGOA received a supplemental appropriation of \$2.9 million to provide Home and Community Based Services (including meals) to seniors on its waiting list, but in 2010 that was cut to \$1.427 million in recurring funds. In the Fiscal Year 2011-12 budget the \$1.6 million remains intact but an attempt to provide an additional \$1.3 million in supplemental funds (to restore the funding back to 2008 levels) failed.

In addition to the loss of \$1.3 million for Home and Community Based Services in Fiscal Year 2010-11 the Office of the Lt. Governor's staff budget (salaries) was inadvertently vetoed by former Governor Mark Sanford when he vetoed the Lt. Governor's security detail. With Constitutionally mandated responsibilities, the Lt. Governor Office must be staffed and operating. In order to make up the loss of funds, the Lt. Governor requested to have the \$91,000 restored in the Fiscal Year 2011-12 budget. This request was denied by the General Assembly, and the funds to operate the office continue to come from aging sources in the LGOA.

The loss of General Fund dollars resulted in numerous cost saving measures being taken by the Lieutenant Governor's Office in order to continue providing critical services for seniors without any loss of quality. Most of the funding received by the LGOA is obtained through federal sources specifically earmarked for services or is Pass Through Funding, making state General Funds critical for providing senior services.

During the multi-year economic downturn, the LGOA reduced operating expenditures by not filling most vacancies, limiting staff travel, cutting supply purchases and streamlining its office lease in the Wilbur Smith Building. Through these actions the LGOA was able to protect seniors and continued providing critical services throughout South Carolina.

The LGOA, its stakeholders, and partners provide a wide range of services to South Carolina's citizens. A key challenge is to provide cost efficient services. Lt. Governor Ard has directed the LGOA to review Unit Costs of Services in order that the taxpayers are being well served by the aging providers and the services provided to seniors is enhanced. The many financially strapped organizations that are funded through the LGOA need support, guidance, and assistance. The LGOA faces several strategic challenges over the next five years:

- The LGOA must obtain adequate funding to provide cost efficient services to South Carolina's 900,000 seniors and their families in order to ensure they have an enhanced quality of life. In the 2010 Census, South Carolina had one of the highest rates of senior population growth and that number is expected to increase steadily with the state's 1.2 million baby boomers already retiring. The increase in senior population will put a further strain on state resources as the demand for critical senior services grows. One of the key goals is to provide those services which will enable South Carolina to control health care costs with the knowledge that the state's financial resources are limited.
- The LGOA faces the challenge of redirecting a 37-year-old service delivery system (a system funded by the LGOA and services provided through AAAs and COAs) into one that is market-driven and provides consumer choice.
- With the state's aging population growing significantly, the LGOA will continue to educate citizens regarding planning for retirement, health care, and the potential need for long term care. The government cannot provide for all needs in retirement. The LGOA must make available reliable and appropriate information for informed decision-making and planning.

B. Limited Resources and a Growing Population in Need of Services

The LGOA's service providers are continuing to operate with limited resources and are being severely impacted by the economy. As in years past, volunteers were not able to afford the gasoline necessary to deliver meals and provide transportation. As a result, service providers were forced to reduce service provision for the frailest, most vulnerable segment of the population. State Budget cuts have forced the LGOA to look at how it operates and delivers services. The loss of \$1.3 million in supplemental funding for meals and home based services, loss of Social Services Block Grant (SSBG) funds and SC Health and Human

Services (HHS) Ombudsman funding, and an 8% across the board cut will provide the LGOA with critical challenges as it attempts to maintain services for the state's vulnerable senior population.

C. **Health Care Needs of the Aging Population**

South Carolina must plan to meet the aging population's health needs to support a sustainable quality of life. Poor health and disabilities are not inevitable consequences of aging. To meet our health needs we must focus on prevention services for chronic diseases rather than expensive institutionalization. By funding senior services, health care costs can be kept under control. A daily meal provided through the LGOA can keep a senior healthy and safely at home, compared to spending thousands of dollars to place a senior in a Medicaid funded nursing facility.

D. **Family Caregivers**

Latest data available shows that there are 770,000 family caregivers in South Carolina who provide 737,000,000 hours of care per year at an estimated value of over \$7.4 billion. Annually 15% of the workforce becomes full-time caregivers. When 1,500 caregivers stop working, \$22 million in purchasing power is lost to the SC economy. Without caregivers, 50% of care recipients would go to a nursing home and cost the state \$7.4 million in state funds to provide Medicaid nursing home care for one year.

E. **Transportation**

Transportation is critical for seniors to remain independent. The local Councils on Aging and the Area Agencies on Aging participate in the State's efforts to coordinate transportation services at the local level, because funding sources are limited and fuel prices have increased. State Fleet, coordinated through the Budget and Control Board discontinued leasing vehicles to Councils on Aging. To ensure that senior services continue without interruption, the LGOA is now leasing vehicles to local aging providers.

1.5 **How the Accountability Report is used to Improve Organizational Performance**

The report is distributed to all LGOA staff, the South Carolina Advisory Council on Aging members, and AAA directors. It is also placed on the agency's website for public viewing. It is a resource for communicating agency performance and achievements for Fiscal Year 2010-2011. It focuses on organizational assessment, performance improvement, and orientation of new staff. Externally, it is used to communicate agency performance to the state and federal governments.

SECTION II: THE LT. GOVERNOR'S ORGANIZATIONAL PROFILE

II.1 **Main Products, Services and Primary Delivery Method**

As the head of the federally designated State Unit on Aging, the Lt. Governor is the chief advocate for seniors in South Carolina. As the designated State Unit on Aging (SUA), responsible for administration of all OAA funds and annual state appropriations, the LGOA focuses on program planning and advocacy for seniors in South Carolina. Key components are as follows:

- **Long Term Care Ombudsman** program (includes the Friendly Visitors Program and Senior Fraud and Scams initiatives)
- **Elder Rights:** Legal service development, elder abuse prevention, advanced directives
- **Aging Services:** Nutrition; transportation; home care; adult day care; health promotion and disease prevention programs; insurance counseling (including Medicare Part D); education and training; legal services; Family Caregiver Support, the Alzheimer's Resource Coordination Center (ARCC), and Information, Referral and Assistance (IR&A) services and emergency rental assistance.
- **Policy, Planning, and Reporting:** Activity Based Budget, annual Budget Request, State Accountability Report, federal NAPIS report, Performance Outcomes Measurement Project grant, Duke Endowment SC Seniors' Cube grant, and statewide and county data provided through the South Carolina Senior Counts Report.
- **Consumer Information and Caregiver Services:** Aging and Disability Resource Centers (ADRC), and Systems Transformation. ADRCs now operate statewide in nine of ten AAA regions.
- **Public Information:** Including disaster planning and preparedness
- **Administrative Services, Financial Management, and Information Technology:** *SC Access* and trainings required to administer aging programs and services.

The LGOA is required by law to allocate funds (through a formula) to the ten AAAs who are responsible for data system accounting for regional planning, resource coordination, client needs assessments and oversight of a

coordinated service delivery system. The AAAs competitively procure a wide range of home and community-based services delivered locally. Fifty-three (53) local service contractors provide a wide range of the above specified services to seniors throughout the state.

II.2 Key Customer Segments and Their Key Requirements/Expectations

- All seniors in South Carolina, their families and caregivers: services for their needs and advocacy for their concerns
- The Lieutenant Governor who insists on a cost effective administration, that provides quality care, consumer services and outstanding customer satisfaction
- The General Assembly which authorizes a cost effective administration to meet/address the needs and interests of seniors, their families, and taxpayers
- Area Agencies on Aging: provide regional services for caregivers and residents of LTC, oversight, guidance, and financial and advocacy support
- Residents of long term care facilities and their families (includes nursing facilities and residential care facilities): provide information, assistance, and protection
- Residents of Department of Disabilities and Special Needs (DDSN) and Department of Mental Health (DMH) facilities: information and assistance, and protection from abuse, neglect and exploitation in partnership with the State Law Enforcement Division
- Local service contractors: administrative oversight, guidance, and financial and advocacy support in partnership with the Area Agencies on Aging
- Communities: information and assistance and grants where appropriate and possible
- Providers of supplies and equipment: provide efficient reimbursement

II.3 Key Stakeholders

- Seniors, their families and caregivers
- Federal, state, and local government agencies
- AARP
- Persons with disabilities and disability advocates
- Silver-Haired Legislature
- State agencies, colleges and universities
- Courts
- Hospitals and long term care facilities, and providers of supplies and equipment

II.4 Key Suppliers and Partners

- Federal, state, and local government agencies
- Aging Service providers in the statewide senior network
- Community organizations and businesses that serve seniors
- Advisory Boards
- Colleges and universities – research institutions
- Information technology providers

II.5 Operation Location

The Office of the Lt. Governor: the State House; the LGOA: 1301 Gervais St., Suite 325.

II.6 Number of Employees

The Office of the Lt. Governor and the LGOA are currently authorized Fifty-Three (53) Full Time Equivalents (FTEs). Of these, Forty-Six (46) FTEs are classified and Seven (7) are unclassified. (The LGOA currently has 16.999 vacancies)

II.7 Regulatory Environment Under Which the Agency Operates

Section 43-21-40 of State Code states: The division shall be the designated state agency to implement and administer all programs of the federal government relating to the aging, requiring acts within the State which are not the specific responsibility of another state agency under the provisions of federal or state law. The LGOA is the federally designated "State Unit on Aging" (SUA) as required by the Older Americans Act (OAA). The OAA intends that SUA shall be the leader relative to all aging issues on behalf of all older persons in the state. Enabling legislation for the SUA is found in Title 43 of the Code of Laws of South Carolina, 1976, as amended. Proviso 73.2 of the 2004-2005 Appropriations Act placed the SUA in the Office of the Lieutenant Governor. In 2008 the Office on Aging was permanently placed under the authority of the Lt. Governor. As the State Unit on Aging, the LGOA

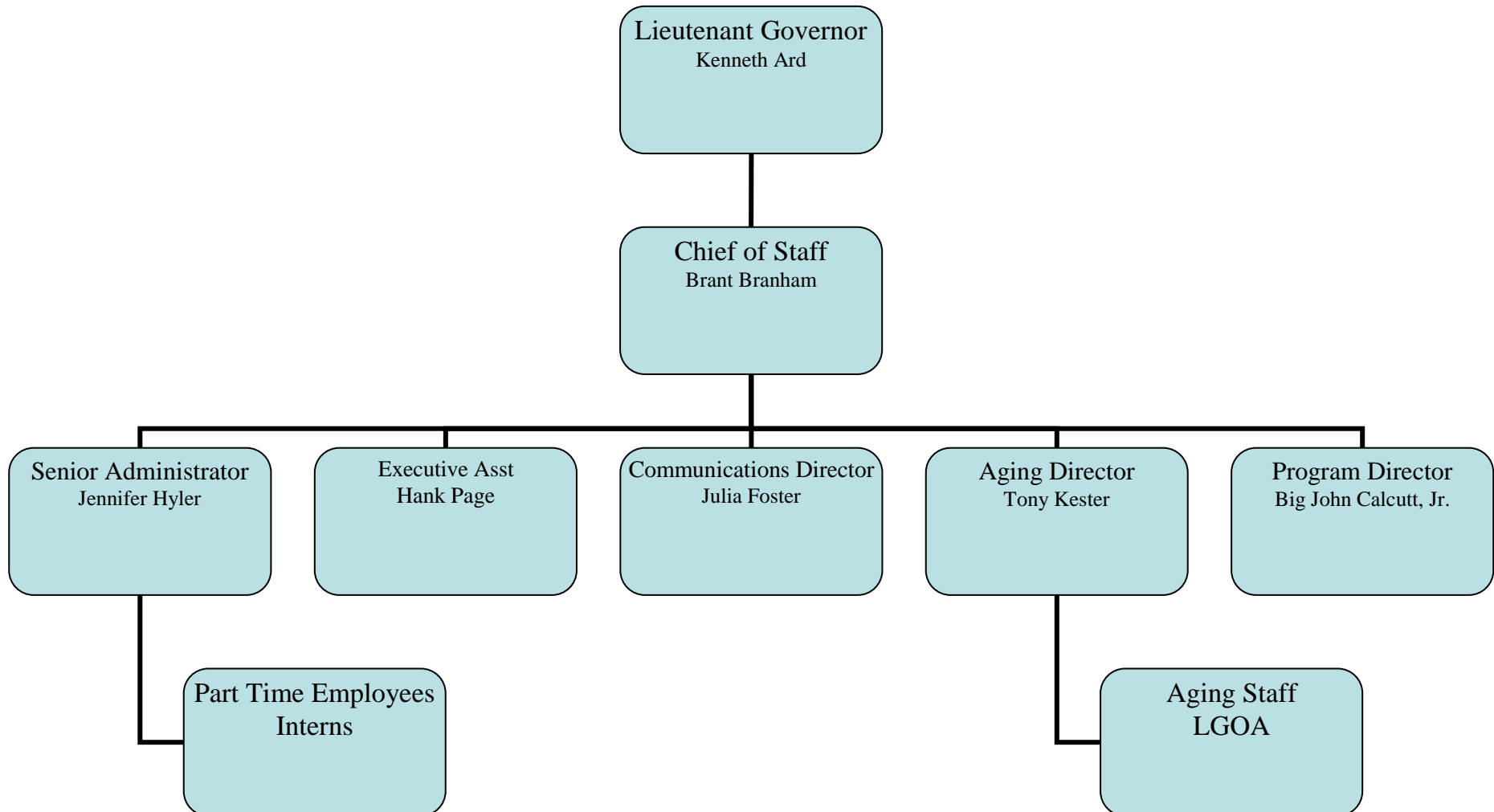
is subject to program monitoring and oversight from the U.S. Department of Health and Human Services and the Administration on Aging.

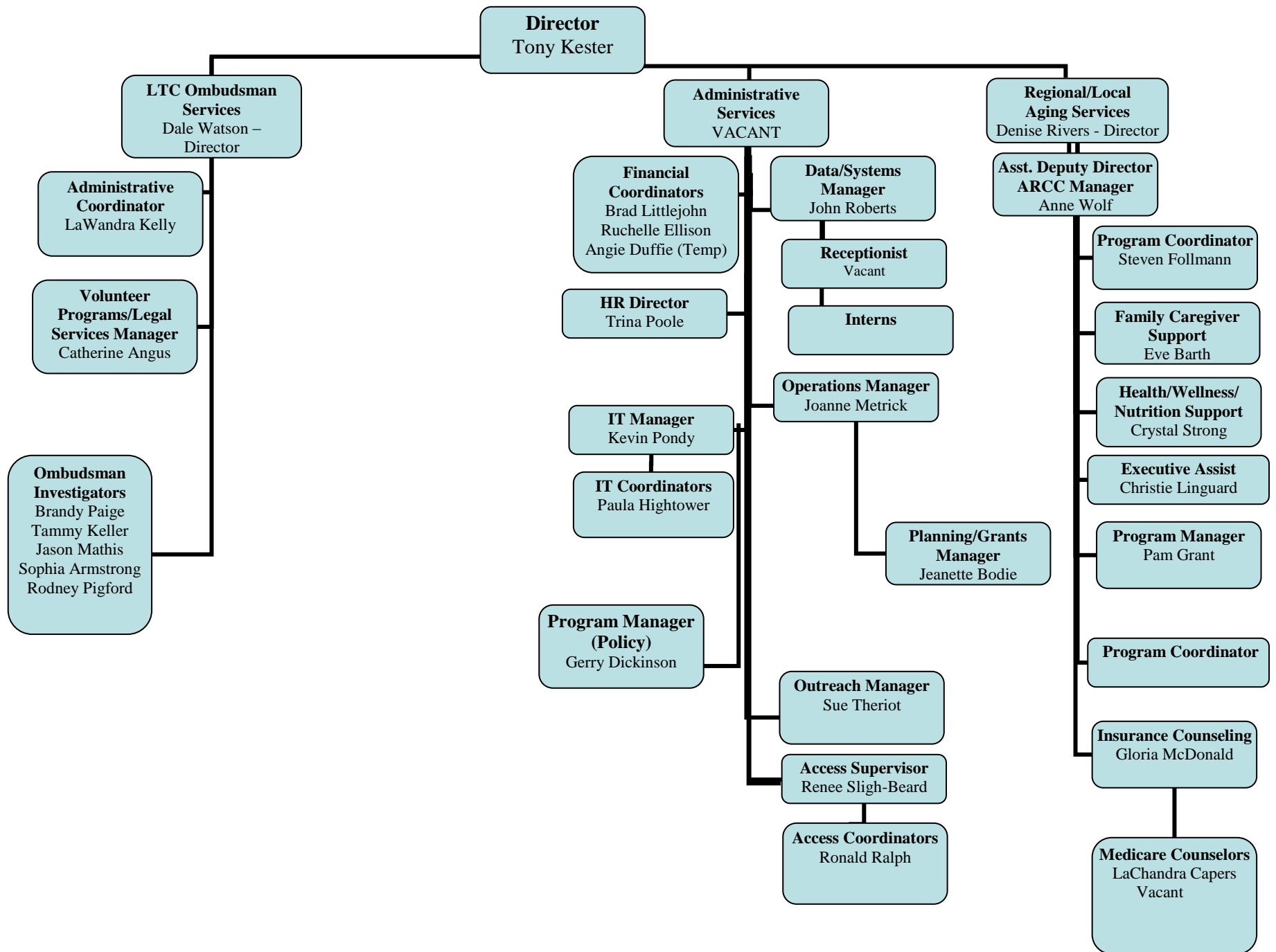
II.8 Performance Improvement System

Performance improvement starts with the staff member's Employee Performance Management System (EPMS) through defined goals and objectives laid out in the strategic planning process. The agency monitors through senior staff and supervisors progress through attainment of its mission, goals and objectives.

II.9 Organization Charts

Office of the Lt. Governor and the Lt. Governor's Office on Aging (LGOA) (as of July 1, 2011)





II.10 Expenditures/Appropriations Chart for Lt. Governor's Office on Aging

**Accountability Report Appropriations/Expenditures Chart
Base Budget Expenditures and Appropriations**

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$2,090,043	\$1,142,256	\$2,098,911	\$1,032,171	\$2,243,333	\$879,158
Other Operating	\$985,900	\$227,473	\$950,055	\$145,357	\$1,618,184	\$195,602
Special Items	\$282,243	\$282,243	\$1,826,234	\$1,826,234	\$1,650,500	\$1,650,500
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$140,183	\$0	\$255,528	\$0	\$500,000	\$0
Distributions to Subdivisions	\$25,618,722	\$1,223,847	\$27,795,573	\$712,624	\$29,985,505	\$989,717
Fringe Benefits	\$596,137	\$325,504	\$611,591	\$299,482	\$729,200	\$292,668
Non-recurring	\$3,259,622	\$0	\$443,068	\$0	\$0	\$0
Total	\$32,972,850	\$3,201,323	\$33,980,961	\$4,015,868	\$36,726,722	\$4,007,645

Other Expenditures

Sources of Funds	FY 06-07 Actual Expenditures	FY 07-08 Actual Expenditures
Supplemental Bills		
Capital Reserve Funds		
Bonds		

- Key Cross-References link to Category 7 - Business Results by a Chart number that is included in the 7th section of this document.

II.11 Major Program Areas for Lt. Governor's Office and Office on Aging

Program Number and Title	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures	FY 10-11 Budget Expenditures	Key Cross References for Financial Results*
I. Admin Lt. Governor	Serves as President of the Senate. Provides executive leadership and constituent service.	State: \$331,508 Federal: Other: Total: \$331,508 % of Total Budget: 1%	State: \$278,424 Federal: Other: \$100,000 Total: \$378,424 % of Total Budget: 1%	N/A
II.A Office on Aging Admin	Provides leadership, training, and coordination to promote services to seniors.	State: \$1,038,221 Federal: \$1,697,608 Other: \$8,606 Total: \$2,744,435 % of Total Budget: 8%	State: \$899,104 Federal: \$1,865,688 Other: \$5,748 Total: \$2,770,540 % of Total Budget: 8%	Figure III.7.1 through Figure III.7.1.5
II.B Aging Assistance	Provides funding for seniors in order to improve the quality and length of life.	State: \$1,506,090 Federal: \$23,238,898 Other: \$4,555,782 Total: \$29,300,770 % of Total Budget: 89%	State: \$2,538,858 Federal: \$23,784,248 Other: \$3,897,298 Total: \$30,220,404 % of Total Budget: 89%	Figure III.7.1.1 through Figure III.7.2.30
II.C Employer Contribution	Provides for Retirement, FICA, Workers Compensation, Health Insurance, and Unemployment Insurance for agency staff.	State: \$325,504 Federal: \$268,192 Other: \$2,441 Total: \$596,137 % of Total Budget: 2%	State: \$299,482 Federal: \$308,148 Other: \$3,952 Total: \$611,592 % of Total Budget: 2%	N/A

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Remainder of Expenditures:	State: Federal: Other: Total: % of Total Budget:	State: Federal: Other: Total: % of Total Budget:
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SECTION III: ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA (SENIOR LEADERSHIP, GOVERNANCE, AND SOCIAL RESPONSIBILITY)

III.1 Leadership

The second highest Constitutional officer, the Lt. Governor is responsible for the Office on Aging and is the chief advocate for senior citizens in South Carolina. The office was led by former Lt. Governor André Bauer for six months during Fiscal Year 2010 - 2011, until Lt. Governor Ken Ard was inaugurated on January 11, 2011. Brant Branham is Lt. Governor Ard's Chief of Staff.

The Lt. Governor's Office is located on the first floor of the Statehouse and employs five full time staff members. The Lt. Governor's Office on Aging is located on the third floor of the Wilbur Smith Building and has positions for 43 fulltime employees, although there are currently 16.999 vacancies. Tony Kester serves as Director of the Lt. Governor's Office on Aging.

The Lt. Governor's Office on Aging is the federally designated State Unit on Aging (SUA) by the United States Department of Health and Human Services and the United States Administration on Aging (AOA) and is mandated to provide multiple federally funded aging activities and services through the Older Americans Act (OAA). As the State Unit, the Lt. Governor's Office on Aging receives the majority of its funding from federal sources and reports directly to the Administration on Aging.

The senior leaders for the LGOA include the deputy directors for Long Term Care Ombudsman, Aging Services, Administration, Outreach, Senior Consultant, and Policy and Planning Manager.

The agency's improvement efforts require strong leadership. The senior leaders continue to examine and evaluate all practices and procedures in all program areas to address the impact of internal and external factors. This is accomplished through ongoing attention to formal and informal feedback.

Office of the Lieutenant Governor Senior Staff

Brant Branham, Chief of Staff

Hank Page, Deputy Chief of Staff

Julia Foster, Communications Director

Lieutenant Governor's Office on Aging Senior Staff

Tony Kester, Director

Dale Watson, Deputy Director for Ombudsman

Denise Rivers, Deputy Director for Aging Services

Joanne Metrick, Senior Consultant

Susan Theriot, Outreach

Gerry Dickinson, Policy and Planning Manager

Ten Regional Aging Unit Directors Operate out of the Area Agencies on Aging (All AAA's but Trident, Catawba and Pee Dee are based out of Councils of Governments)

Region I, Appalachia: Beverly Allen, Aging Unit Director

(Counties: Anderson, Cherokee, Greenville, Oconee, Pickens and Spartanburg)

Region II, Upper Savannah: Venessa Wideman, Aging Unit Director

(Counties: Abbeville, Edgefield, Greenwood, Laurens, McCormick and Saluda)

Region III, Catawba: Barbara Robinson, Aging Unit Director

(Counties: Chester, Lancaster, York, and Union)

Region IV, Central Midlands: Sharon Seago, Aging Unit Director

(Counties: Fairfield, Lexington, Newberry, and Richland)



Region V, Lower Savannah: Mary Beth Fields, Aging Unit Director
(Counties: Aiken, Allendale, Bamberg, Barnwell, Calhoun, and Orangeburg)

Region VI, Santee Lynches: Shawn Keith, Aging Unit Director
(Counties: Clarendon, Kershaw, Lee, and Sumter)

Region VII, Pee Dee: Shelia Welch, Aging Unit Director
(Counties: Chesterfield, Darlington, Dillon, Florence, Marion, and Marlboro)

Region VIII, Waccamaw: Kimberly Harmon, Aging Unit Director
(Counties: Georgetown, Horry, and Williamsburg)

Region IX, Trident: Stephanie Blunt, Aging Unit Director
(Counties: Berkeley, Charleston, Dorchester)

Region X, Lowcountry: Marvile Thompson, Aging Unit Director
(Counties: Beaufort, Colleton, Hampton, and Jasper)

III.1.1 How do senior leaders set, deploy, and ensure two-way communication for: a) short and long term organizational direction and organizational priorities, b) performance expectations, c) organizational values, and d) ethical behavior?

Leaders set examples through performance. Communications between the Senior Leaders and Workforce is critical. The LGOA sets specific expectations for achievement of organization goals and objectives through the Employee Performance Measurement System (EPMS). The LGOA Executive Management Team (EMT) meets weekly; monthly staff meetings and individual divisions meet as needed. Short and long-term priorities, information on agency initiatives, progress on meeting objectives and any causes of concern are addressed at each level. Position descriptions and EPMS planning stages for all staff focus on these issues. Senior leaders also meet monthly with AAA directors and quarterly with COG directors to ensure that the needs of senior citizens are being served in the ten regions.

III.1.2 How do senior leaders establish and promote focus on customers and stakeholders?

The LGOA actively promotes a focus on customers and stakeholders and has developed coalitions and partnerships with stakeholders to maximize customer focus. The Outreach Director has been working to form partnerships with groups outside the traditional senior network, but who have a important stake in aging issues. Input and involvement from multiple partnerships has broadened the outreach of the office. Active partnerships include:

- South Carolina Advisory Council on Aging, which is appointed by the Lt. Governor
- The Joint Legislative Committee on Aging (which was defunded by budget in 2011)
- Alzheimer's Resource Coordination Center (ARCC) Advisory Council
- The ElderCare Trust Fund Advisory Board
- Silver Haired Legislature
- AAA Directors
- Local service contractors
- AARP State Office
- Geriatric Loan Forgiveness Advisory Board

III.1.3 How does the organization address the current/potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

The LGOA's Manual of Policies and Procedures for Aging Services incorporates policies, standards, and procedures required by the Older Americans Act (OAA), related federal regulations issued by the AoA and the US Department of Labor, and other applicable federal and state regulations. For example, it includes specific standards for food service delivery to ensure that all food served to seniors by service providers is safe and nutritious. It contains a detailed scope of work and quality assurance standards for all aging programs and services. Contractors are audited on these standards annually. Competitive procurement of services ensures that the LGOA obtains the highest quality, cost effective services available in an ongoing effort to procure services at the most reasonable price, to maximize services available to South Carolina's seniors and their caregivers.

III.1.4 How do senior leaders maintain fiscal, legal, and regulatory accountability?

The Federal Older American's Act (OAA) mandates that the LGOA ensures accountability for federal funds. This is accomplished by the following:

- Developing and maintaining program policies, procedures, and standards
- Developing a formula for distributing funds to the regional programs
- Maintaining the confidentiality of program data and information at all levels
- Maintaining a statewide reporting system
- Monitoring fiscal, legal, and regulatory requirements
- Monitoring all funding requests, conducting audits, and frequent site visits

III.1.5 What performance measures do senior leaders regularly review to inform them on needed actions?

Aging Programs and Services

- Number of persons using I/R&A, and Family Caregiver Support programs
- Number of outreach and community education events
- Number (%) of consumers reporting satisfactory experiences with I/R&A services
- Number of persons served by OAA services
- Number of quality assurance deficiencies found and number of deficiencies rectified
- Number of seniors receiving Medicare prescription drug program (Part D) information
- Number of senior center, ElderCare Trust, and ARCC grants funded
- Number of persons counseled annually by the I-CARE and Medicare fraud programs
- Number of seniors receiving home and community based services

Long Term Care Ombudsman

- Number of cases opened and closed by Long Term Care Ombudsmen
- Number of facility trainings and community education sessions conducted
- Number of consultations to facilities and individuals

Elder Rights

- Monitor guardianship and conservatorship proceedings in Family Courts
- Monitor number of facilities and volunteers recruited and trained for the Friendly Visitors Program

Planning and Education

- Number of inquiries to the LGOA web site and the *SC Access* site
- Number and dollar value of grants received to enhance research based decision making
- Compile data in the annual South Carolina Senior Report

Administration, Financial Management, and Information Technology

- Number of persons using *SC Access* and other aging web sites

III.1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to organization values?

The LGOA actively practices preventative management by applying the B&C Board's *Human Resources for Supervisory Practices*. The Director ensures that each supervisor's EPMS is tied to the Strategic Plan and the B&C Board's Supervisory Program. Position descriptions and planning stages are updated as necessary to ensure that activities result in successful completion of goals and initiatives. This process continues to reflect employees' duties and responsibilities. Senior Leaders lead by example by exhibiting a strong work ethic and their personal actions are expected to reflect a commitment to the LGOA's core values and mission.

III.1.7 How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

The LGOA was in a transition mode in 2010 – 2011 with the change in administrations and because several key employees will be retiring in the upcoming year. Senior Leaders consider this during recruitment of new employees and they regularly consider the performance of middle level staff for

promotion. Staff is encouraged to attend meetings and conferences with the goal of increasing their knowledge and abilities for future leadership roles. Additionally, staff are cross-trained in order that an organization as small as the LGOA can meet the demands of its constituents and meet its mission and goals.

III.1.8 How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives, and innovation?

Senior Leaders set examples through performance and planning.

III.1.9 How do senior leaders create an environment for organizational and workforce learning?

Leaders work closely with staff in the office and in the field to encourage organizational and workforce learning and ensure an environment that is conducive to efficient workforce learning.

III.1.10 How do senior leaders engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

Senior leaders motivate and empower their staff by providing a professional work environment, where staff is encouraged to engage in open dialogue and provide input on strategic planning and ongoing agency activities. The director and division leaders all have open door policies and encourage staff participation.

III. 1.11 How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.

With the change in administrations, the outreach efforts have been stepped up considerably and LGOA leadership has actively strengthened ties to South Carolina communities by creating stronger partnerships with the Area Agencies on Aging, local service contractors, business groups and the faith based community. Leaders and workforce provide information, ongoing presentations on senior issues, and financial resources to improve the lives of seniors and their families throughout South Carolina.

III.2 Strategic Planning

The strategic planning process in the Lt. Governor's Office is based on the *Planning and Managing for Results* model, an outcomes-based process focusing on agency goals. Senior staff developed the current plan. It was subsequently reviewed by all staff. Each area was charged to develop operational plans with strategies, activities and outcomes related to agency goals. The strategic plan is revised annually.

The LGOA uses analysis of data from its information systems to ascertain basic customer needs. LGOA has a history of active involvement with consumers, caregivers, private providers, community leaders, special interest groups, and the public in the formation of goals and objectives.

STRATEGIC PLANNING CHART

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 09-10 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I. Admin Lt. Governor	Fulfill the constitutional duties of the office of Lieutenant Governor.	Preside over the Senate. Provide leadership to the Office on Aging. Respond to constituent needs. Respond to other needs as appropriate.	N/A
II.A Office On Aging Admin	Effectively and efficiently manage and distribute Older Americans Act and State resources to provide services.	Plan, allocate, and advocate for all Older Americans Act and State resources. Establish and maintain full administrative functions and activities to support the LGOA.	Charts in III.7.1
II.B Aging Assistance	Improve the quality and length of healthy life for South Carolina's senior population.	Promote opportunities for seniors and their families to exercise more control over the services they receive. Provide programs, education and information to help older South Carolinians prevent or delay the onset of chronic conditions and maintain independence and quality of life.	Charts in III.7.1
II.C Employer Contribution	Establish and maintain full administrative functions and activities to support the LGOA.	State Employer Contributions for health, dental, and unemployment insurance, workers compensation, social security, and retirement.	N/A

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

III.2.1 What is your Strategic Planning process, including key participants, key process steps, and how it addresses:

(A) Your organization's strengths, weaknesses, opportunities, and threats:

Strategic planning has been challenging during the multi-year economic downturn as the LGOA faced multiple state budget cuts that made long-term planning difficult. It has been a challenge to serve the 900,000 plus senior citizens over the age of 60 when 11.9% are below the poverty level. The primary strategic goal has been to continue providing services to the state's seniors as revenues have declined. The strategic planning process annually assesses key goals and objectives compatible with the mission and values of the organization. LGOA strengths, weaknesses, opportunities, and threats are evaluated on an annual basis. Leadership reviews critical areas where major objectives must be met for the next year through the action plan.

(B) Financial, regulatory, societal and other potential risks

Fiscal accountability is accomplished by adherence to state and federal laws and regulations. Senior leadership maintains fiscal, legal, and regulatory accountability through active involvement in the day-to-day operations of the agency.

(C) Shifts in technology or the regulatory environment:

The Strategic Planning process takes into account shifts in technology and the regulatory environment as required and changes are addressed immediately in order that the organization meets efficient operational standards and regulatory and legal requirements.

(D) Workforce capabilities and needs

Executive staff and division leaders constantly assess workforce capabilities and needs. The Director monitors the agency's resources and needs to ensure that staff has the tools necessary to achieve the agency's goals and objectives, as well as monitoring success criteria for individual staff members.

(E) Organizational continuity in emergencies

The office's emergency plan is reviewed annually by senior leaders and staff. In the event of a natural disaster or mass casualty, it follows the organization's Disaster Plan that ensures clear accountability and communication. The regional AoA office has recognized the LGOA's Disaster Plan as a model.

(F) Ability to execute the Strategic Plan

The LGOA's ability to execute the Strategic Plan is based upon available human and financial resources. The process is future-oriented and evolving to meet ongoing expectations of its key customers, stakeholders, suppliers and partners.

III.2.2 How do your strategic objectives address the strategic challenges you identified in your Executive Summary? (Section 1, Question 4.)

In 2011, the number one strategic challenge of the LGOA is to continue serving a growing senior population at a time when federal and state funding resources are being cut or eliminated. With over 900,000 seniors age 60 or higher (11.9% are below poverty level) and another 1,400,000 baby boomers set to retire, it will be difficult to continue providing critical senior services such as meals, family care giving, transportation and other Home and Community Based Services to the thousands of vulnerable senior citizens in need of care and support.

Another critical strategic challenge that must be addressed is the loss of nursing home beds in South Carolina due to changes in Medicaid. With the loss of Medicaid beds, many vulnerable adults will be forced to remain at home and they will be in urgent need of the LGOA's Home and Community Based Services. Many of these seniors lack a family unit or the support necessary to remain at home independently and safely without the aid of the LGOA's services. These Home and Community Based Services are already severely unfunded and unable to meet the needs of a rapidly aging population and growing waiting lists statewide.

The Lt. Governor's Office on Aging annually evaluates its overall needs on criteria that is based upon many information sources (including the strategic challenges in the Accountability Report); objectives and action plans are developed using available resources. Based upon available resources and highest priority needs, the LGOA allocates resources to those objectives and action plans.

The strategic challenges of the agency include senior staff retirement and workforce planning, limited resources and an ever growing population in need of services, health care needs of the aging population, the large and growing number of family caregivers, critical transportation needs, increasing number of Alzheimer's cases, work force shortages as baby boomers retire, and new business opportunities as the population grows older. All of these challenges were important considerations in developing the list of the strategic goals and objectives in Section 1.3.

III.2.3 How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure accomplishment of your action plans?

Program staff is involved in developing an annual work plan incorporating action plans for their program areas. Executive management monitors progress and revises plans as necessary based on changing needs and available resources. Upon review, resources are allocated to ensure the accomplishment of plans.

III.2.4 How do you communicate and deploy your strategic objectives, action plans and related performance measures?

All employees are made aware of operational plans, and progress on success criteria is discussed routinely at all levels. The LGOA considers many factors in developing its Strategic Plan: organizational challenges and present and future needs are considered as it develops the Activity Based Budget, the Annual Budget Request, and the State Accountability Report.

III.2.5 How do you measure progress on your action plans?

Leadership monitors progress regularly through review of the Strategic Plan and all action plans. Specific actions are targeted by timetables and by steps that can be measured by senior staff.

III.2.6 How do you evaluate and improve your strategic planning process?

The LGOA is proactive with senior leaders and staff evaluating and working together to improve the planning process. Additional evaluation and improvement functions are performed by the individual divisions in consultation with senior staff and the Director.

III.2.7 If the Agency's strategic plan is available to the public through the agency's internet homepage, please provide a website address for that plan.

<http://www.aging.sc.gov>

III.3 Customer Focus

III.3.1 How do you determine who your customers are and what their key requirements are?

The Older Americans Act (OAA) and SC Code of Law intends that the State Unit on Aging (SUA) shall be the leader relative to all aging issues on behalf of all older persons in the state age 60 and above. This means that the LGOA must proactively carry out a wide range of functions, including advocacy, interagency linkages, monitoring and evaluation, information and referral, LTC ombudsman, information sharing, planning, and coordination.

These functions are designed to facilitate the development or enhancement of comprehensive and coordinated community based systems serving communities throughout the state. These systems shall be designed to assist older persons in leading independent, meaningful, and dignified lives in their own homes and communities as long as possible.

Target groups under the OAA: Those eligible individuals identified by the AoA are as follows:

- in greatest economic need;
- in greatest social need;
- considered minorities; and/or
- residing in rural areas.

Every state must create a statewide Long Term Care Ombudsman Program (LTCOP). The primary role of the program is to advocate for the rights and interests of residents of long-term care facilities, and to identify, investigate, and resolve "complaints made by or on behalf of residents."

The definition of "resident" is "an older individual who resides in a long-term care facility." (OAA Section 711(6)). The term "long-term care facility" means any skilled nursing facility and residential care facility licensed by the state regulatory agency. Long-standing AoA policy is that ombudsmen may serve disabled individuals under the age of 60 who are living in LTC facilities, if such service does not weaken or decrease service to older individuals covered under the Act. These mandated responsibilities in large part dictate the customers as listed in Section II.3.

III.3.2 How do you keep your listening and learning methods current with changing customer/business needs and expectations?

The LGOA uses many mechanisms and resources to identify the needs of seniors. Information gathered aids state, regional and local agencies in planning for services to meet the needs of seniors.

The LGOA staff analyzes data from *SC Access* searches on the website and requests for referral to services through IR&A Specialists, Caregiver Support Specialists, and calls coming to the LGOA front desk. AAAs conduct needs assessments and prepare regional plans that are updated annually. Demographic data from the ORS is analyzed to refine the focus on target populations. Information collected on waiting lists for services from local aging service providers is used to direct service dollars. Input from Advisory Committees, the Silver Haired Legislature and a variety of advocacy groups keep the agency's focus on client needs and expectations. The National Ombudsman Resource Center, located in Washington, DC, provides ongoing support, technical assistance and training material to the LGOA. The Center's objectives

are to enhance the skills, knowledge and management capacity of State programs to enable them to handle residents' complaints and represent resident interests. The SC State Long Term Care Ombudsman, in turn, conducts training meetings with regional ombudsmen, and conducts an annual certification, re-certification training class for all new and current ombudsmen.

Views of older persons are considered by the LGOA in the development and administration of the aging programs and services. Input is obtained through such means as the following:

- Review by advisory committees or other groups of older people surveys.
- AAA's conduct needs assessments in preparation for compiling Area Plans.

III.3.3 What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

The primary customer access mechanism for the LGOA is staff access and accessibility through interactions with seniors, families, caregivers, senior and aging network members, health care professionals and non-profit organizations. The LGOA web site also includes SC ACCESS, a web based directory designed to help older South Carolinians, disabled adults, and others who need long-term care supports locate the services available in their local communities.

III.3.4 How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve? The Lt. Governor's Office and the LGOA measure customer/stakeholder satisfaction and dissatisfaction through various ways. The LGOA conducts periodic surveys of clients, holds and attends public hearings, and meets with key advisory committees throughout the year. Input is received from key policymakers such as the Lt. Governor, members of the General Assembly, the AoA, the CMS, granting organizations, seniors, and the many senior service delivery and advocacy organizations. Both positive and negative input is received on a regular basis and senior management meets on a regular basis with advisory groups to improve efficiency/effectiveness of programs and services, and to develop appropriate initiatives to meet the needs and challenges that face the Lt. Governor's Office and the LGOA.

III.3.5 How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement? Quality Assurance surveys and Quality Assurance program reviews ensure that programs meet the needs of seniors while providing services and activities that meet a certain standard. Data from *SC Access* web site searches are analyzed, as well as requests for referral to services through IR&A Specialists, and calls coming to the LGOA front desk. AAAs conduct needs assessments and prepare regional plans for services needed. Waiting list information from local aging service contractors is also used to formulate changes to service provision and delivery. The Ombudsman Program has recorded and reported data. These data were designed primarily to track patterns and trends within the facilities ombudsmen monitor and are primarily tools for advocacy for change and for describing and measuring program inputs, processes, and output. Outcomes measurement is also tied to the accomplishment of the most important performance measure of the program: protecting residents' health, safety, and rights.

III.3.6 How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer groups.

The Lt. Governor's Office and the LGOA build positive relationships through customer service and continuous involvement and communication with customers and stakeholders. The LGOA meets on a regular basis with advocacy groups, service delivery organizations, SC AARP, the Silver Haired Legislature, advisory bodies, staff of the General Assembly, and associated groups to address key goals and objectives. The LGOA strives to provide cost effective administration and services to seniors, their families and other taxpayers while addressing their needs within available resources.

III.4 Measurement, Analysis, and Knowledge Management

III.4.1 How do you decide which operations, processes, and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

The U.S. Administration on Aging requires strict accounting of funds and operational performance through its reporting. The Strategic Plan process determines measures of key performance and aligns them with desired outcomes. Outcome measurements, processes, and systems support the LGOA's mission, strategic goals, and objectives. Strategic objectives and action plans are updated on an ongoing basis.

III.4.2 How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making throughout your organization?

Data collection and analysis is the first step in strategic planning and used to project future trends in the aging network. Individuals responsible for decision-making are provided with support to assist them. Information gathered in analyzing performance is useful in spotlighting strengths and weaknesses and is used to update the plan. The LGOA divisions use reports to spot trends, project future needs, and address federal requirements. Customer satisfaction surveys are carefully evaluated and used in the consideration of improvements or new services. The LGOA works with the Office of Research and Statistics and the AoA to gather data.

III.4.3 What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions.

Key Measures are constantly reviewed by Senior Leaders and program staff to ensure they are current, and meet the LGOA service needs. The following areas are measured and reviewed:

- Aging Environment in South Carolina - key demographics
- Characteristics of Aging Clients Based on Assessment for Services
- Funding and Clients Served
- Family Caregiver Support Program and Alzheimer's Resource Coordination Center
- Information and Referral Services
- Ombudsman Program
- Medicare Part D
- Federal and State Funding and Comparative Statistics

III.4.4 How do you select and use key comparative data and information to support operational and strategic decision making and innovation?

Comparative data is used to assess the effectiveness of aging programs and services as mandated by the OAA. The LGOA also uses comparative data to monitor and address national and regional trends, and to consider improvements in service delivery.

III.4.5 How do you ensure data integrity, reliability, timeliness, accuracy, security, and availability for decision-making?

The LGOA provides the latest operating system and hardware so that the most recent, fully featured, and secure applications will run quickly and be less likely to diminish data integrity. Downtime is greatly reduced as is the cost to manage systems. The LGOA is also moving to web based applications for access any time from anywhere. Data controls and backups have been centralized. Data resides on a secure server, and reports can be done on up-to-the-minute data.

The LGOA provides information via its web site: online documents are easily searchable, and can be downloaded as needed; data is available to everyone quickly, and can be accessed at any time from a browser.

III.4.6 How do you translate organizational performance review findings into priorities for continuous improvement?

With the growth of the senior population, key initiatives must be updated as the environment requires so that continuous improvement can occur. Performance review findings are translated into priorities for continuous improvement through a number of activities: updating of the strategic plan, incorporating the revised goals and objectives into the various organizational action plans, and incorporating them into staff EPMS process. Findings are also reviewed with key advisory bodies and advocacy partners for inclusion

in the budget process. Obtaining needed resources is critical to attainment of long term goals and objectives.

III.4.7 How do you collect, transfer and maintain organizational and Workforce knowledge? How do you identify, share and implement best practices?

The LGOA has processes in place to promote the sharing of information and the transfer of knowledge. The *Policies and Procedures Manual for Aging Programs and Services* under the OAA is available on the agency's website. Especially in the era of shrinking General Funds, the LGOA has established a process of cross-training and leadership development to create a seamless transition of leadership as many senior staff members retire over the next several years.

III.5 Workforce Focus

III.5.1 How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organization's culture?

LGOA employees understand how their positions support the agency's mission, values, and strategic objectives and are involved in setting achievable goals and success criteria. Senior leaders work with staff to foster and promote cooperation and initiative.

III.5.2 How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations?

Employees of the LGOA are encouraged to communicate and share skills/best practices with supervisors and senior management.

III.5.3 How does management recruit, hire, place, and retain new employees? Describe any barriers that you may encounter?

The LGOA recruits internally when possible and notifies of vacancies through the State Human Resources Office. The most qualified, motivated and experienced applicants are recruited.

III.5.4 How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

Human Resources staff monitors its workforce related processes. Supervisors evaluate the workforce and trends are monitored and processes are modified as necessary to make improvements. Division leaders monitor staffing capabilities and needs, and discuss with the Director.

III.5.5 How does your workforce performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?

The proper use of both the position description and the EPMS allows the employee and supervisor to agree upon measurable goals for each individual. The documents can be easily modified when new duties are added, old duties are removed, or current duties need changing. As the budget has shrunk in recent years the workforce has been required to assume additional duties as staff vacancies have occurred.

III.5.6 How does your development and learning system for leaders address the following?

- a. **development of personal leadership attributes:** Staff is expected to follow the EPMS and work with senior leadership.
- b. **development of organizational knowledge:** Senior staff discusses and shares changes affecting the organization when necessary.
- c. **ethical practices:** Staff is expected to follow the agency's Policy Manual.
- d. **your core competencies, strategic challenges, and accomplishment of action plans:** Staff is expected to perform its duties in a way that enhances the operations of the LGOA.

III.5.7 How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management and leadership development, new employee orientation and safety training?

Individual training needs are addressed through the EPMS process, formal training opportunities, and attendance at conferences and seminars specifically related to job duties. Staff receives certification training for specific positions such as the LTC ombudsmen and IR&A specialists.

III.5.8 How do you encourage on the job use of new knowledge and skills?

Professional development practices are in place and opportunities for professional training and IT are provided throughout the year as needed or if funding is available.

III.5.9 How does your employee training contribute to the achievement of your action plans?

The LGOA utilizes multiple training sources, as well as internal training opportunities to enhance individual staff skills and knowledge.

III.5.10 How do you evaluate the effectiveness of your workforce and leader training and development systems?

The LGOA's system of workforce and leader training and development systems is determined by the quality of junior leaders to fill senior leadership positions through attrition.

III.5.11 How do you motivate your employees to develop and utilize their full potential?

Staff is expected to follow their EPMS to ensure that workforce duties are being performed to reflect the mission of the agency. Each employee understands the importance of their position as it relates to accomplishing that mission. Although it has not been feasible over the past couple of years, when budgets permit, employees are financially rewarded for outstanding job performance.

III.5.12 What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?

A variety of formal and informal methods are used in individual divisions to determine employee well-being, satisfaction, and motivation. Senior leadership determines priorities for improvement based upon a constant feedback process.

III.5.13 How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

The LGOA is preparing staff to assume progressive positions in senior leadership. As senior leaders leave the workforce, the agency may look from within if possible to fill senior positions.

III.5.14 How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

The LGOA has an excellent record in Worker's Compensation claims, and monitors staff activities to ensure and promote safety in the work place. The agency has a staff member designated as disaster coordinator, and has developed a plan to respond to disasters anywhere in the state. Additionally, the LGOA has a security camera and a receptionist that greets and screens all visitors. If needed, the Bureau of Protective Services may be utilized to provide security.

III.6 Process Management

111.6.1 How do you determine, what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

The LGOA's core competencies are stated below. These competencies relate to the overall mission of enhancing the quality of life for South Carolina's seniors through advocating, planning, and developing resources in partnership with state and local governments, non-profits and the private sector, individuals, and advocates to meet the future needs of seniors.

- Administering the federally mandated responsibilities of the Older Americans Act
- Promoting easier access to services and allowing choices for seniors and their families
- Providing programs, education and information to help seniors prevent or delay the onset of chronic conditions that increase the risk of loss of independence and quality of life
- Developing ongoing public information/advocacy efforts to allow seniors and their families to make informed decisions and choices about the services they need

- Providing services that increase social opportunities for seniors; aid in preventing institutionalization; support caregivers and ensure help for seniors in emergencies
- Administering the LTC Ombudsman program as federally mandated under the OAA
- Providing Elder Rights and Legal Assistance Programs for the elderly
- Planning, allocating, advocating for all federal and state resources
- Establishing and maintaining full administrative functions and activities to support the LGOA
- Enhancing research and data collection efforts on the status of seniors and the effectiveness of services through grant requests and use of available federal and state resources
- Meeting federal and state reporting requirements on a timely basis

111.6.2 How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies. How do you ensure these processes are used?

- Administering the mandated responsibilities of the federal Older Americans Act
- Promoting easier access to services and allowing choices for seniors and their families
- Developing ongoing public information/advocacy efforts to allow seniors and their families to make informed decisions and choices about the services they need
- Providing ongoing training and education activities to professional staff and seniors
- Administering the LTC Ombudsman program as mandated under the OAA
- Planning, allocating, advocating for all federal and state resources
- Establishing and maintaining full administrative functions and activities to support the LGOA
- Meeting federal and state reporting requirements on a timely basis

111.6.3 How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

The LGOA uses its information technology effectively to document client counts; provide current demographic data; analyze functional limitations; document unmet needs for services; advocate for services, and ensure allocation of services to those most in need. It also uses information technology to reduce cycle time, or inefficiencies, through implementation of internet-based programs.

111.6.4 How does your day-to-day operation of these processes ensure meeting key performance requirements?

Performance is continuously monitored through information systems (*AIM*, *NAPIS*, and *SC Access*). Customer response is used to modify goals and objectives.

111.6.5 How do you systematically evaluate and improve your key product and service related work processes?

The LGOA evaluates and improves key products and service-related processes through a strategic planning process and through the continuous feedback received from the organizations with which many customers and stakeholders interact. New processes and initiatives are developed based upon the continuous review process and from the feedback noted. The key goal is to continually work for organizational improvement in terms of efficiency/effectiveness and product and service improvement.

111.6.6 What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?

- Administration of OAA, state and grant funding
- Development and monitoring of quality standards for OAA services
- Training and certification of service providers
- Investigations of allegations of abuse, neglect and exploitation in LTC Facilities

Process outputs are continuously monitored by senior staff. Customer satisfaction data is collected and reviewed, and routine audits are conducted. Changes and improvements are made based on the above reviews.

111.6.7 How does your organization determine the resources needed to meet current and projected budget and financial obligations?

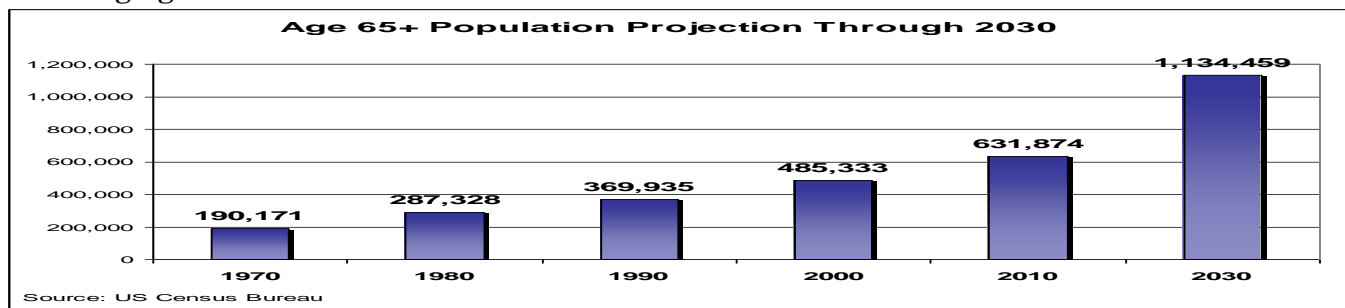
With General Fund revenues declining in recent years, LGOA budget requests have been made with the key objective of protecting critical aging services. The LGOA reviews available resources in relation to current and future needs and develop the projected budget based upon information from trends, public hearings and input from various advocacy and provider organizations. This is a process that is increasingly difficult during a recession period with shrinking state revenues and declining General Funds.

III.7 Results

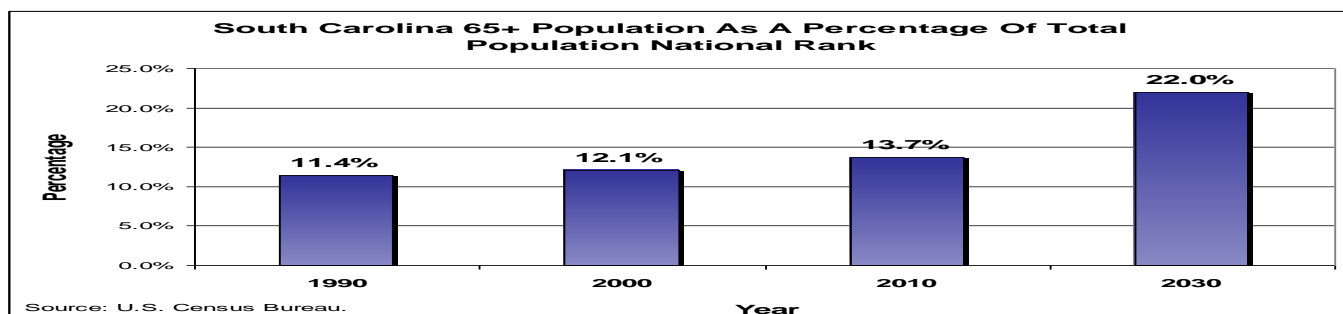
III.7.1 What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

South Carolina faces an environment where its population is aging rapidly and funding resources are limited. With the senior population growing significantly and funding levels declining, the environment is one with both opportunities and challenges, and it offers the opportunity for a quality life for our state's seniors if we plan well, administer our resources well, make wise decisions, and encourage seniors to take personal responsibility for their own health and well-being. It is difficult to compare the LGOA to other organizations as it is unique with core functions, responsibilities and services mandated by the federal Older Americans Act as the designated State Unit on Aging. With that in mind, Category 7 will portray the demographics of aging and show the fiscal constraints facing South Carolina as the senior population increases. Second, we show the demographics of the seniors that are served through the partnership with our Area Agencies on Aging and local service contractors. We then document success indicators that show our accomplishments and effectiveness as an organization in relation to our mission. Finally, we show additional trends that impact success in accomplishing our goals and objectives.

A. Aging Environment in South Carolina

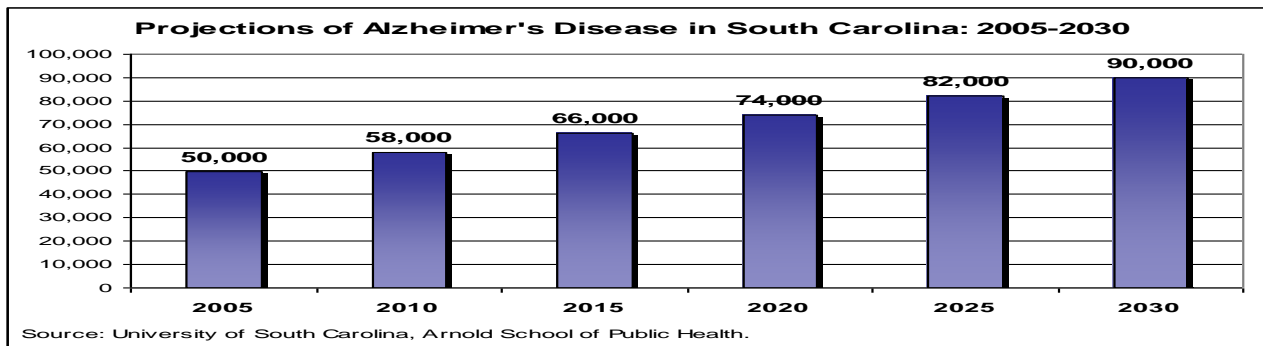


In 2000, South Carolina was 37th in the nation for the percent of 65 and over population to total population. In 2008 South Carolina ranked 23rd. In 2010 South Carolina had 631,874 people over 65 (13.7% of population). By 2030, South Carolina will be ranked 15th in the nation.

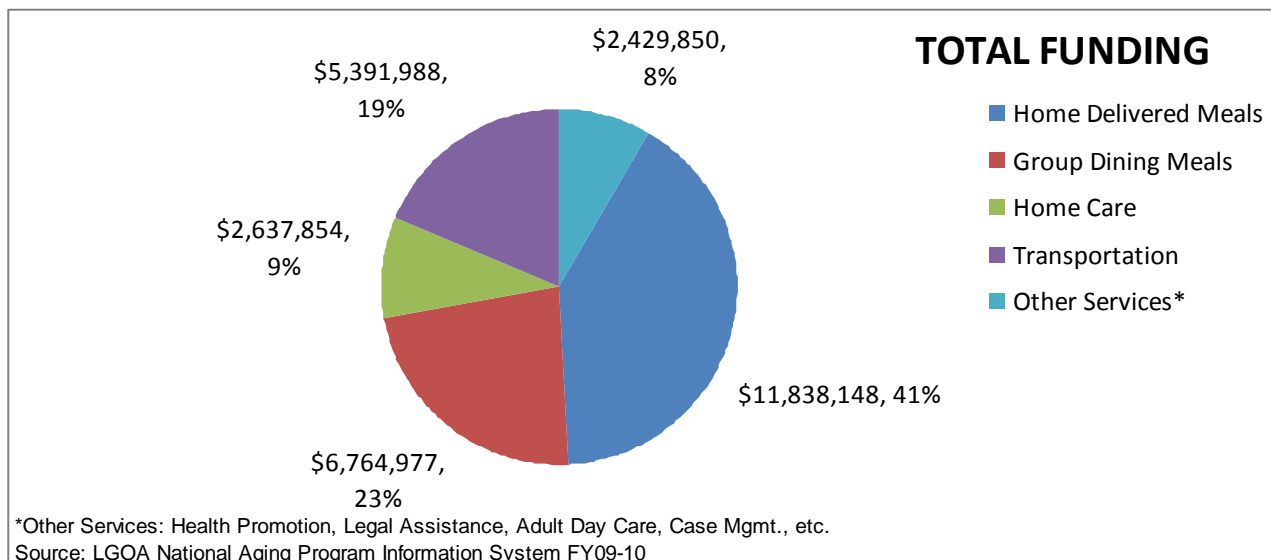
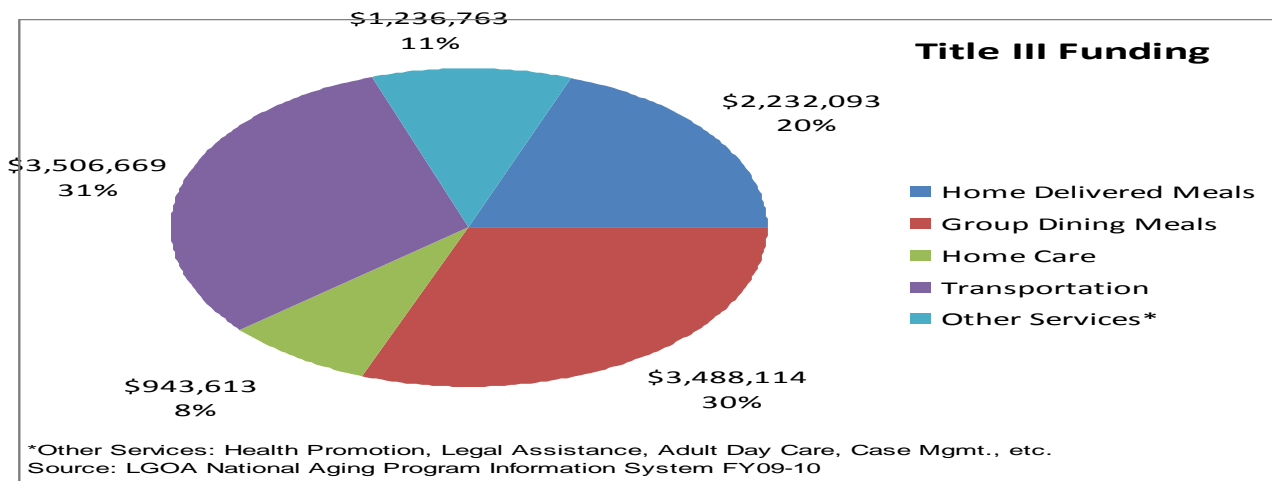


Source: US Census Bureau

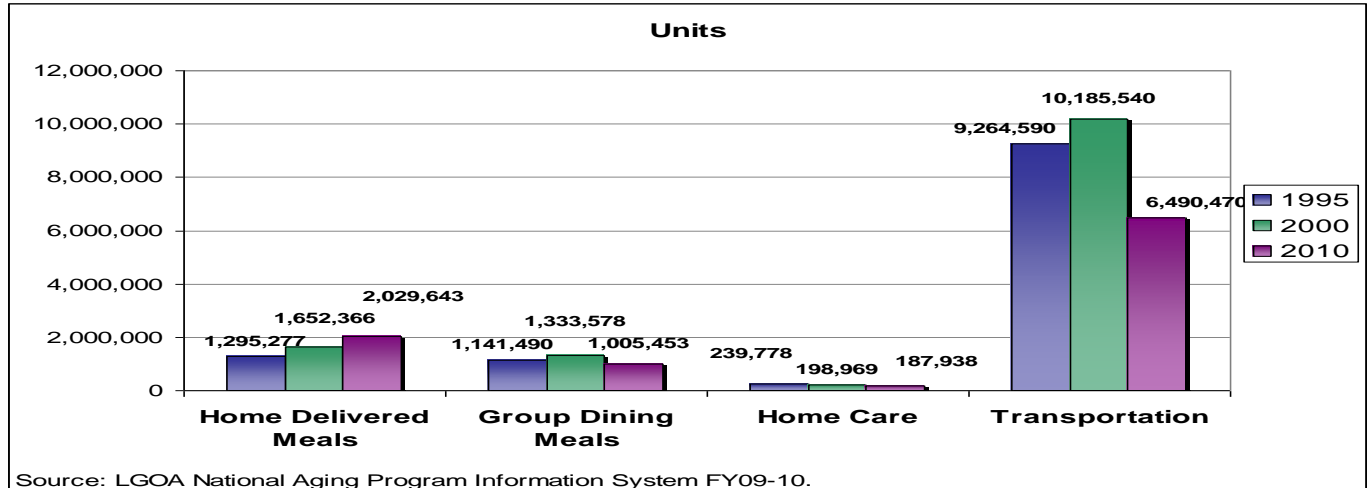
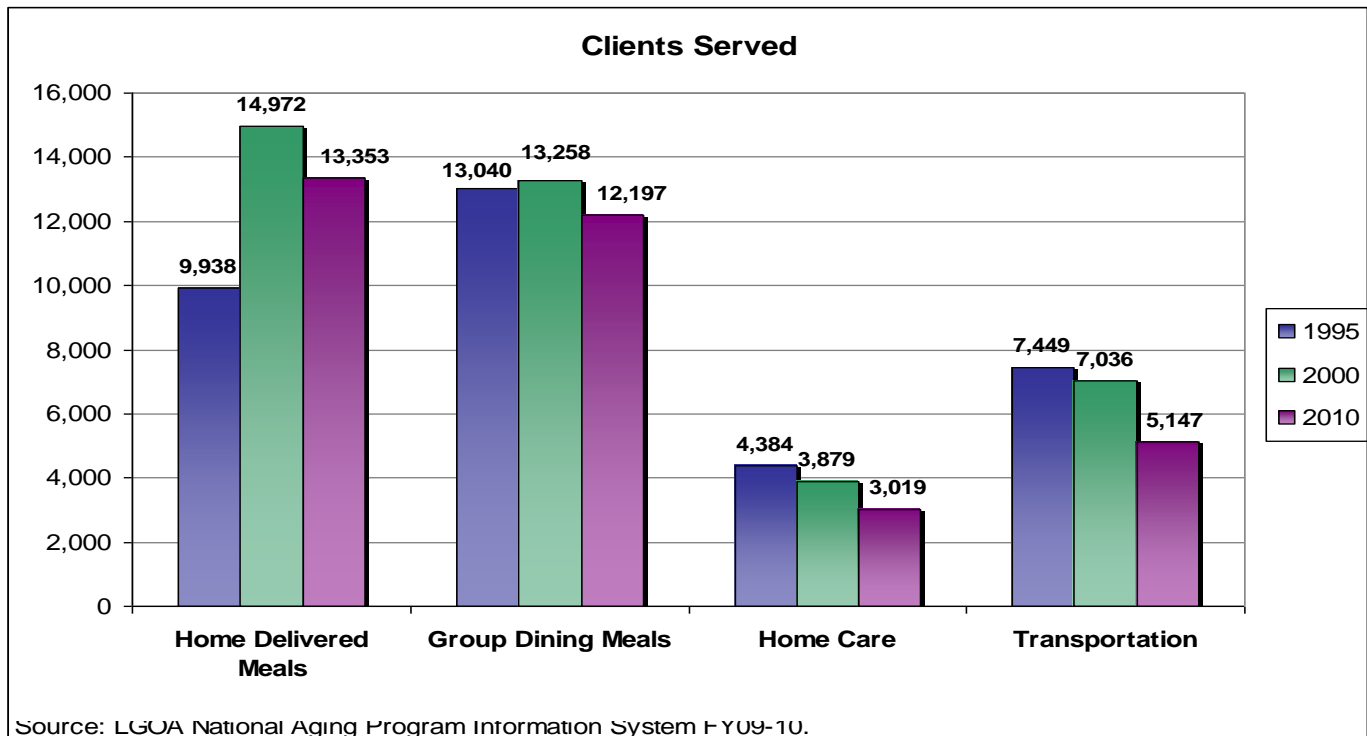
In 2010, there were nearly 60,000 persons in South Carolina 65 and older with Alzheimer's disease. By 2030, it is estimated that there will be 90,000 persons.

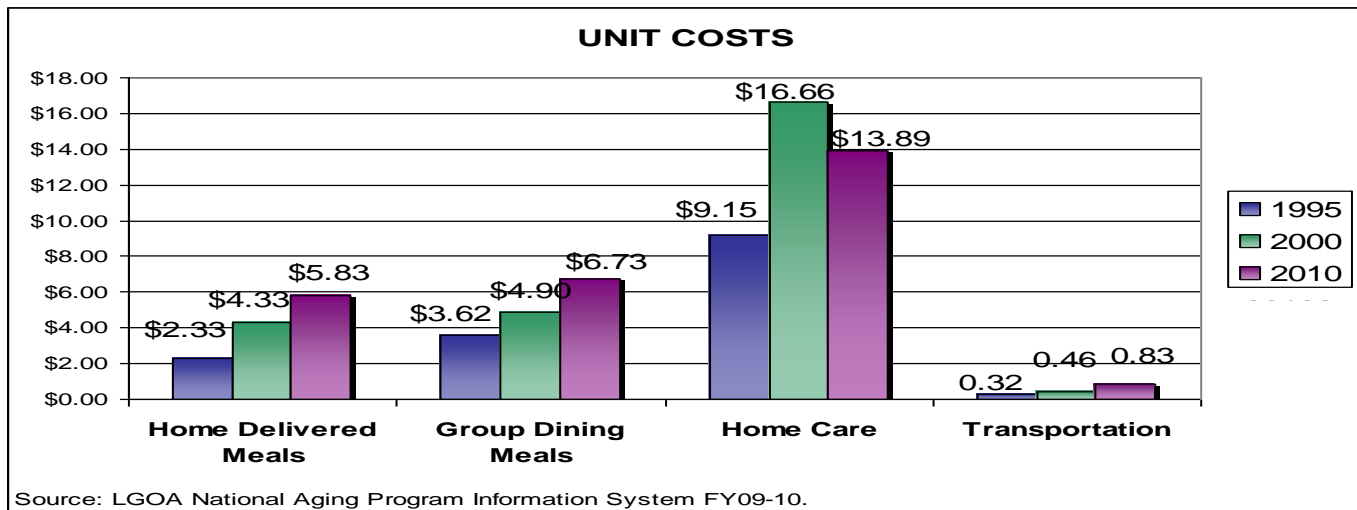


The LGOA provides the latest information available in its results section of this year's State Accountability Report. The National Aging Program Information System (NAPIS), the Caregiver Reporting System, and the National Ombudsman Reporting Systems are compiled based upon federal reporting requirements. The following two charts, Total Funding and Title III Funding show the major services funded under the Older Americans Act, state and all other sources of funding. 92% of all funds are utilized in four services: home delivered meals, group dining meals, transportation and home care. All other services comprise 8% of available funding.

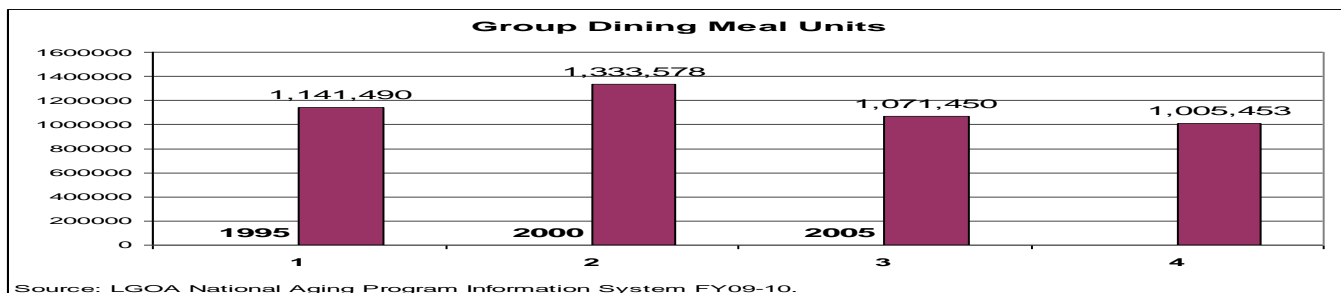
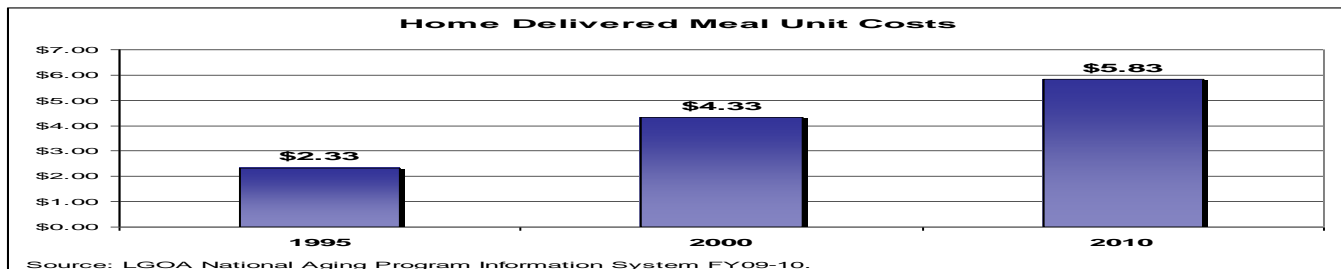
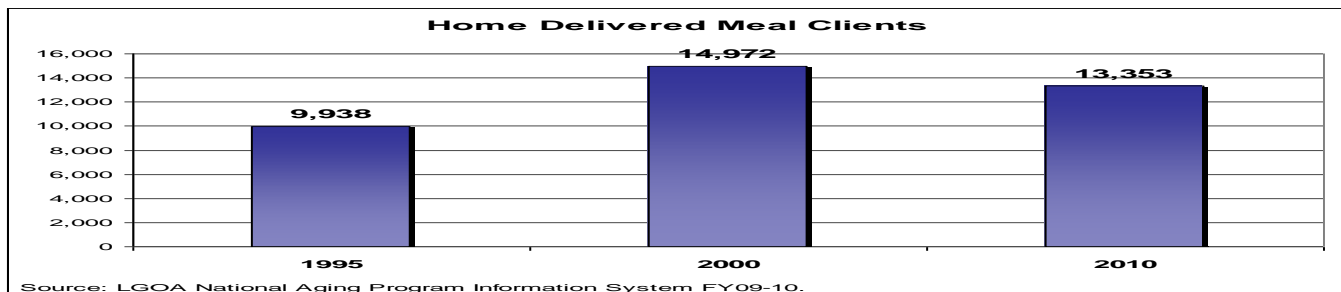
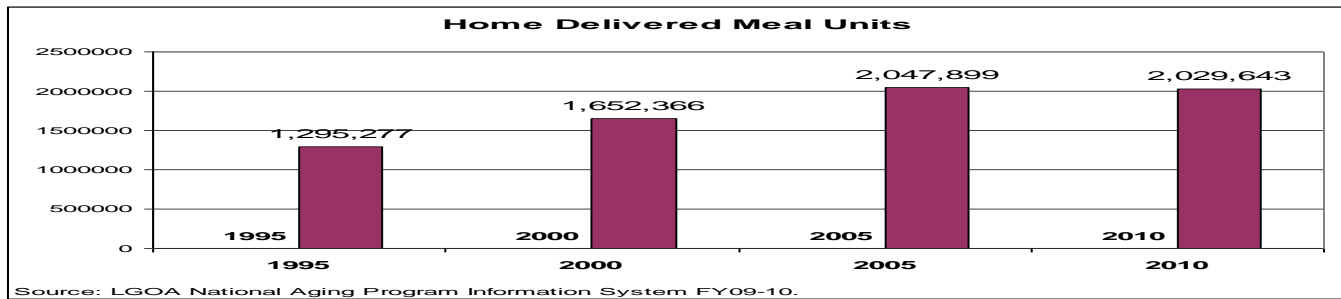


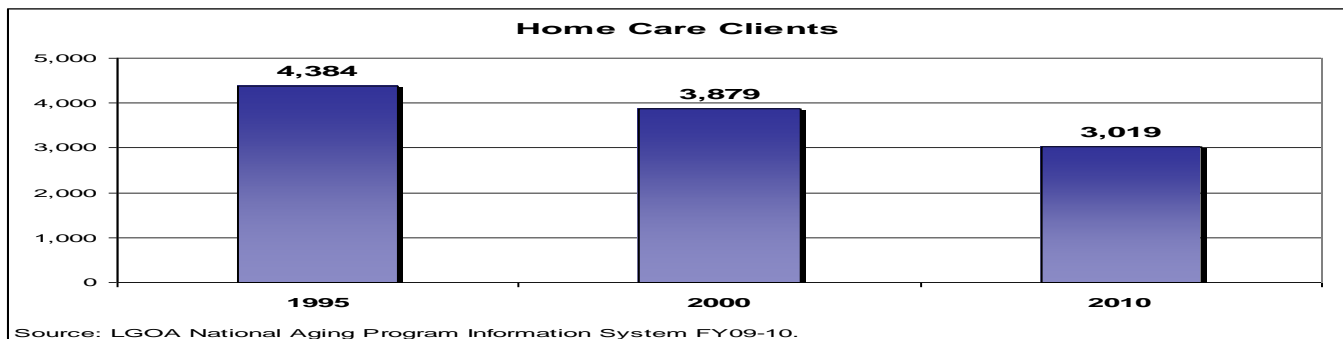
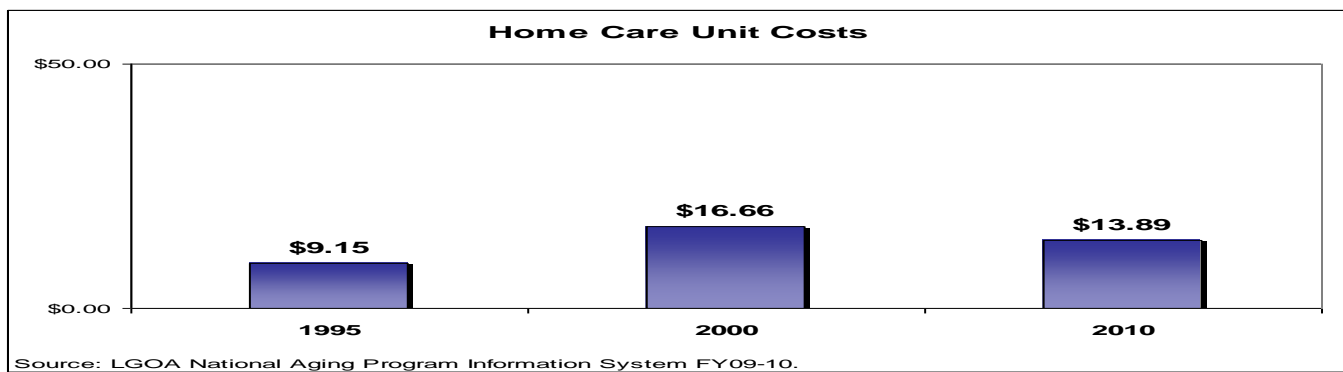
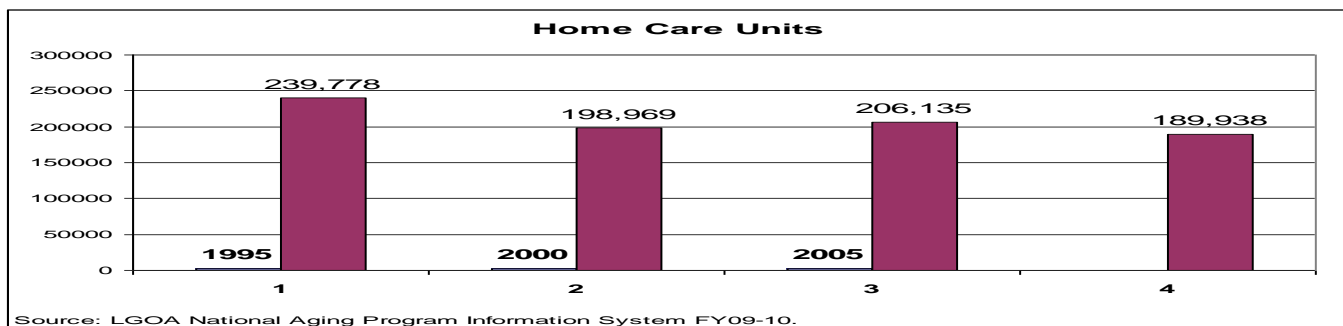
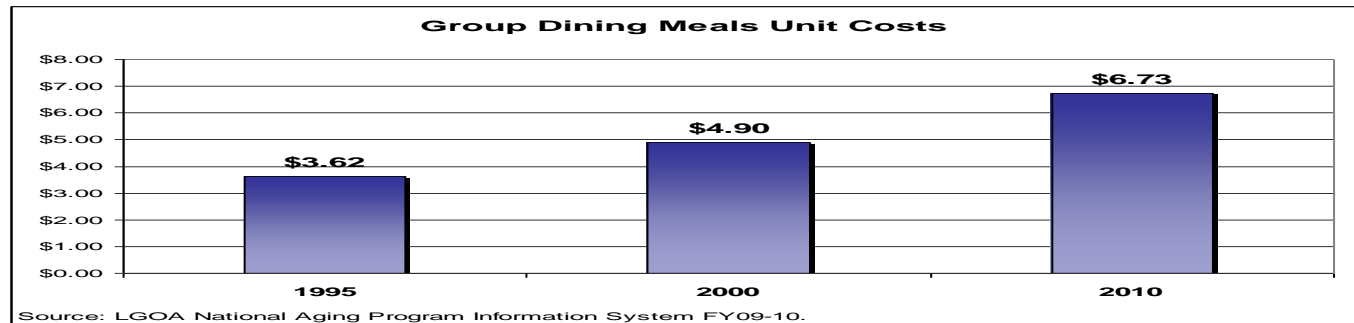
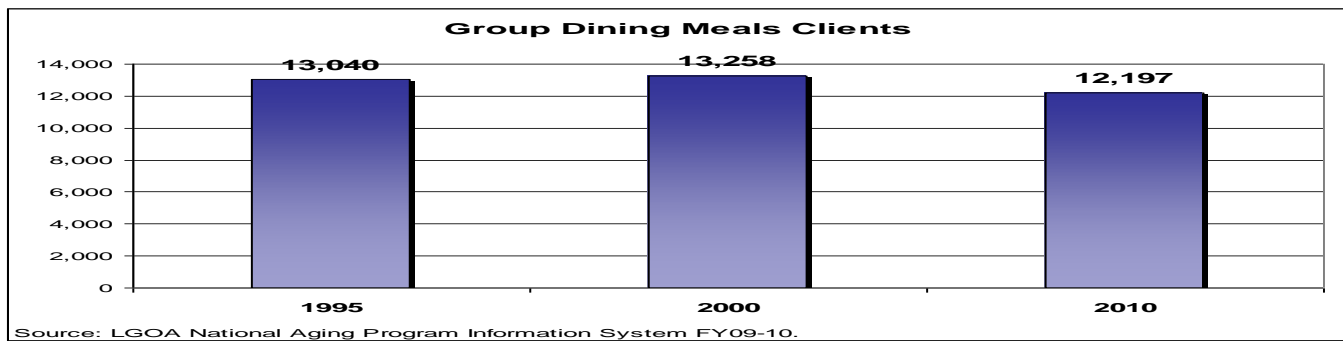
The following charts on Older Americans Act services provide a picture of utilization of the core services funded over a period of ten years, during which time no major increase in funding occurred. Three charts below show the number of clients served, units provided and the change in unit cost over this time period.

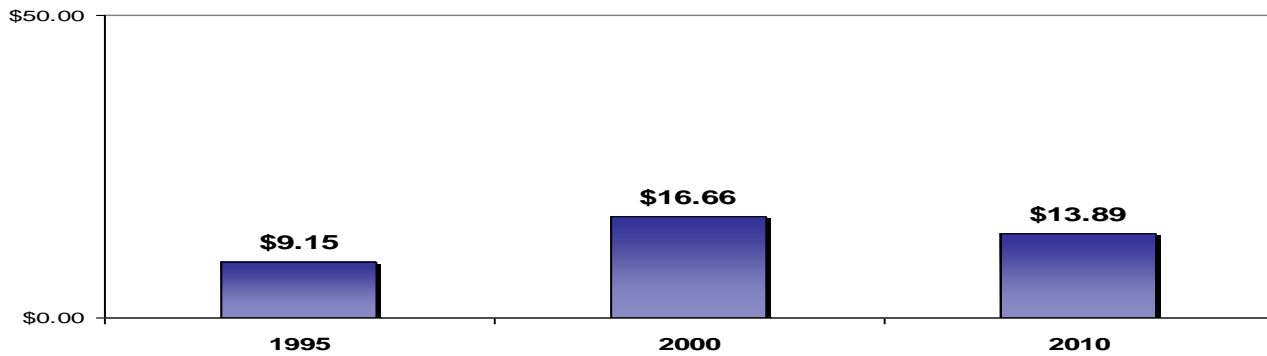




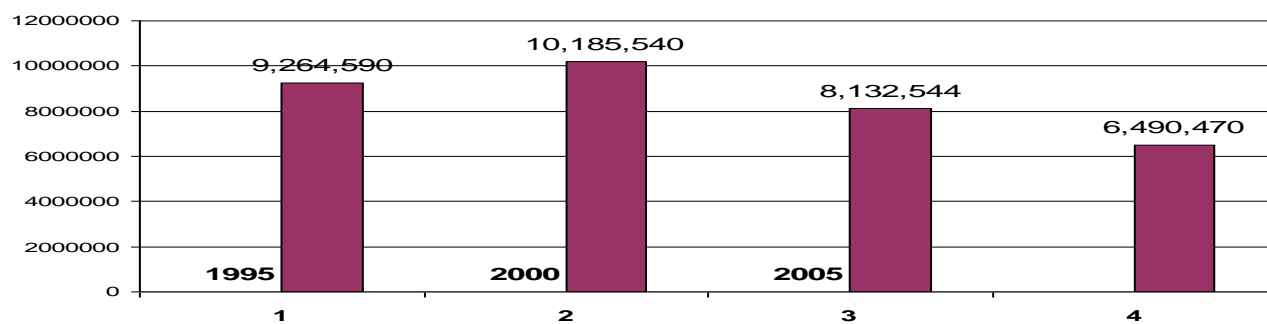
The charts below show the total units and unit costs for Group and Home Delivered Meals, Home Care and Transportation.



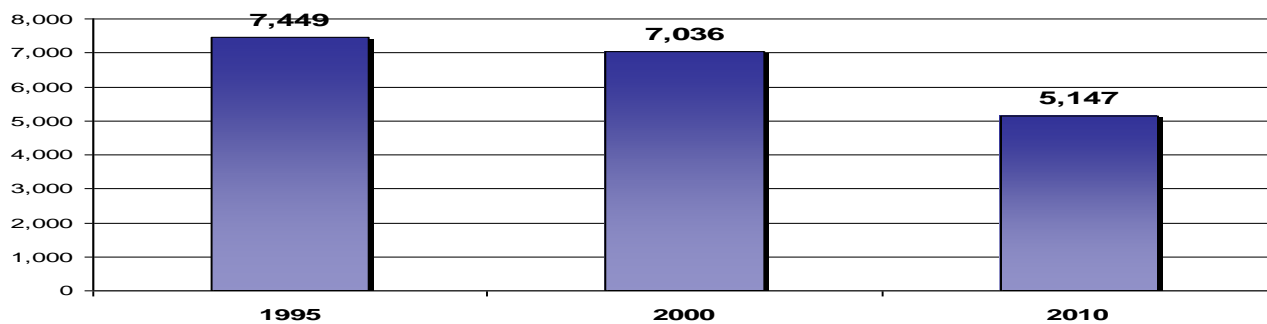


Home Care Unit Costs

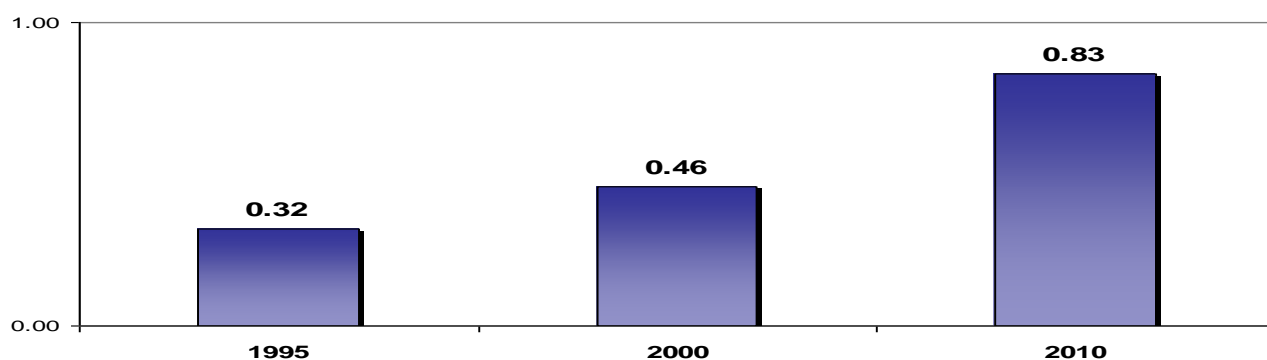
Source: LGOA National Aging Program Information System FY09-10.

Transportation Units

Source: LGOA National Aging Program Information System FY09-10.

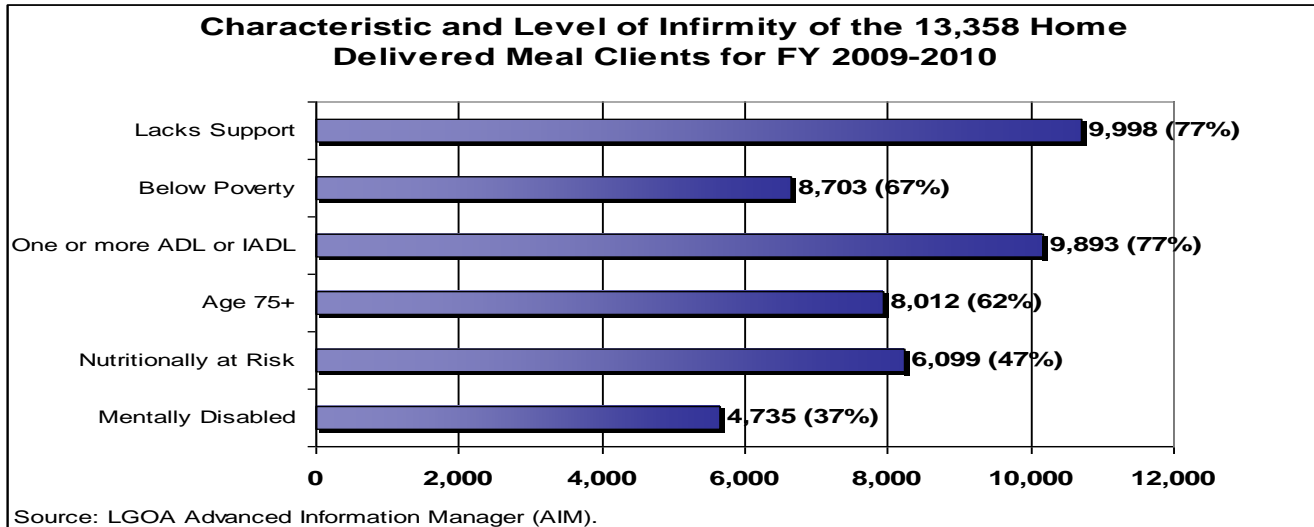
Transportation Clients

Source: LGOA National Aging Program Information System FY09-10.

Transportation Unit Costs

Source: LGOA National Aging Program Information System FY09-10.

Profile of Home Delivered Clients for Fiscal Year 2009-2010



B. Success Indicators

Family Caregiver Support Program

Administered locally by the 10 Area Agencies on Aging (AAA), each AAA has a full-time **Family Caregiver Advocate** who works directly with family caregivers, providing:

- **Information & Assistance** in accessing existing community services
- **Support & Counseling**, and
- **Caregiver Training**

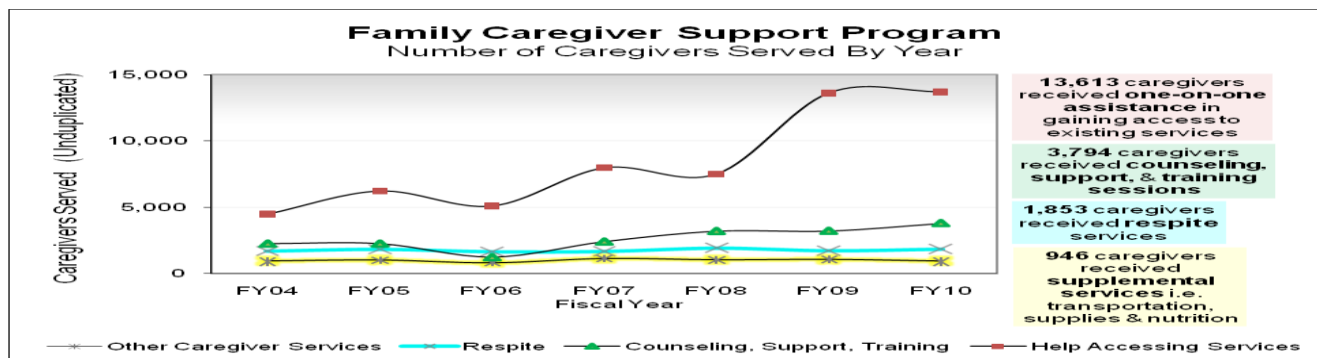
Eligible caregivers may also obtain a mini-grant or budget to purchase services from the provider of their choice. Caregivers either purchase the agreed upon services and receive reimbursement through the FCSP or they may access services through vouchers.

- **Respite** (A short break from caregiving)
- **Supplemental Services**



Target Populations

- Unpaid adults caring for a frail or disabled adult (60 or older)
- Unpaid adults caring for someone with Alzheimer's disease
- Grandparents or relative caregivers (55 or older) raising a child 18 or younger
- Grandparents (55 or older) caring for a disabled adult (19-59 years)

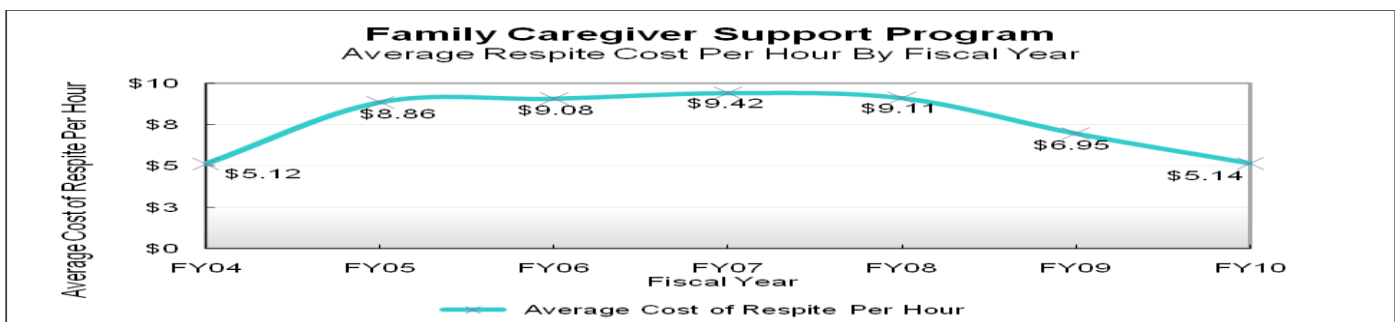
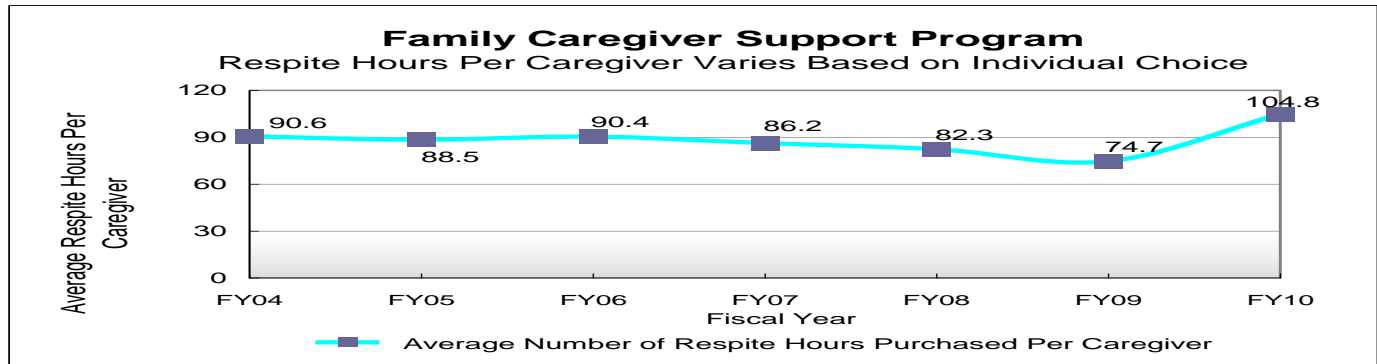


The number of caregivers who have been able to receive one-on-one assistance, counseling, support, & training has increased due to efforts of the 11 Family Caregiver Advocates located at ADRCs across the state.

Regional **Family Caregiver Advocates** worked **one-on-one** with **13,702 caregivers**, providing counseling, support, and help in gaining access to available community services. **3,794** family caregivers participated in more than **10,216** caregiver training programs, counseling and support sessions. Many more caregivers received caregiver

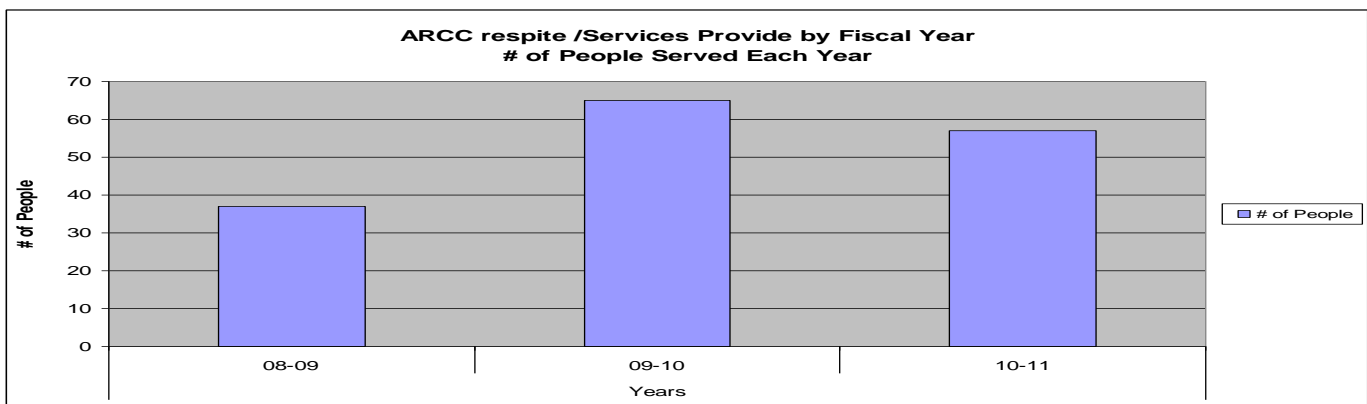
information through newsletters, health fairs, radio and other media (estimated unduplicated number of caregivers reached is 59,534).

Consumer choice – Eligible caregivers receiving a mini-grant were able to purchase services from the provider of their choice or arrange for a neighbor or family member to provide in-home respite. The average respite grant was \$538. The average supplemental services grant was \$353. Caregivers who need respite, decide whether to purchase services from an agency or arrange for a neighbor or friend to provide in-home respite. Caregivers choose who will provide respite and how much to pay for services. Choice allows caregivers to stretch their dollars further and receive more hours of respite.



In fiscal year 2010, **1,853** eligible caregivers receiving a mini-grant purchased **194,240 hours** of respite. Making careful choices, the average caregiver was able to purchase **104 hours** of respite at an average cost of **\$5.14 per hour**.

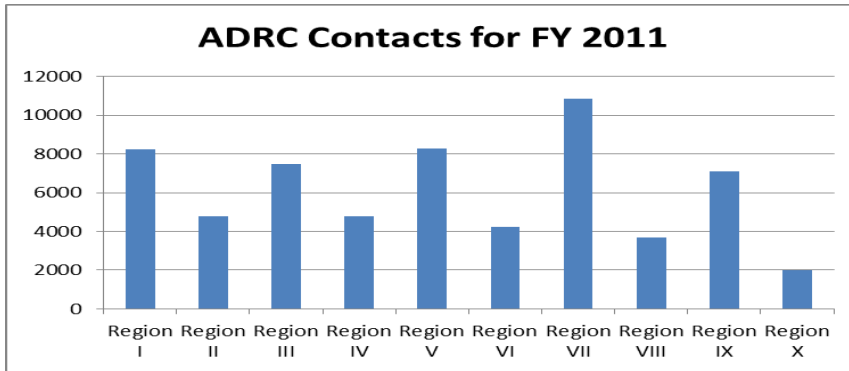
ARCC (Alzheimer's Resources Coordination Center)



Information and Referral Services

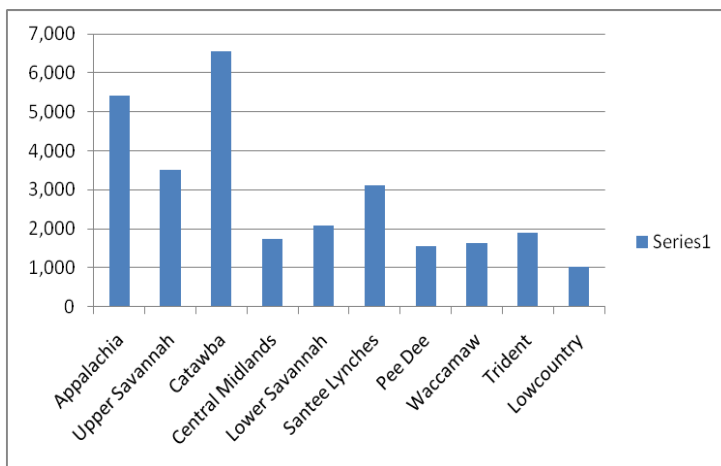
Information is available through the *SC Access* website, or by contacting an I/R&A Specialist who can provide assistance in linking callers to agencies or in understanding eligibility requirements for publicly supported services. The LGOA provides funding and training for regional I/R&A Specialists located within the AAAs and ADRCs. These specialists are certified through the Alliance for Information and Referral Systems' (AIRS) national certification process.

Aging and Disability Resource Center Contacts – Regional Contacts by AAA/ADRC Regions



Region I	Appalachia	8243
Region II	Upper Savannah	4759
Region III	Catawba	7463
Region IV	Central Midlands	4777
Region V	Lower Savannah	8262
Region VI	Santee Lynches	4228
Region VII	Pee Dee	10836
Region VIII	Waccamaw	3675
Region IX	Trident	7086
Region X	Lowcountry	2012
Grand Total		61341

SHIP Contact Totals By AAA Regions 1-10 (July 1, 2010 – June 30, 2011)



I	Appalachia	5,417
II	Upper Savannah	3,519
III	Catawba	6,548
IV	Central Midlands	1,750
V	Lower Savannah	2,088
VI	Santee Lynches	3,121
VII	Pee Dee	1,553
VIII	Waccamaw	1,621
IX	Trident	1,884
X	Lowcountry	1,028
	TOTALS	28,529

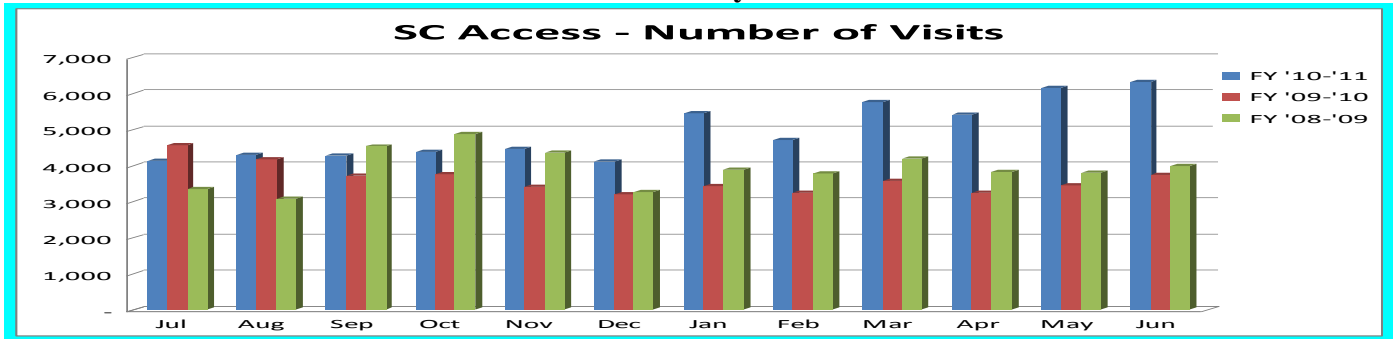
Source: VisionLink, Tapestry web reports

SC Access Successful Page Views July 1, 2010 – June 30, 2011

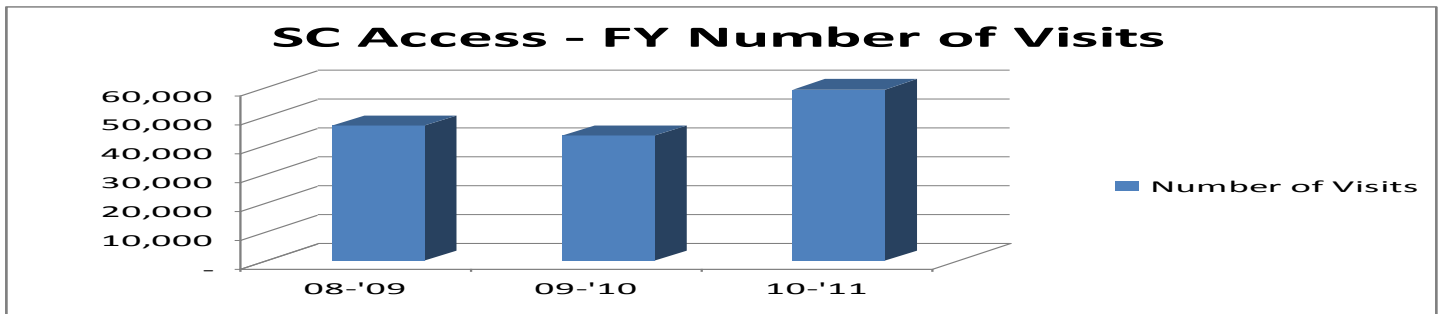


Source: VisionLink, Tapestry web reports

SC Access Web Monthly Hits 2008 - 2011



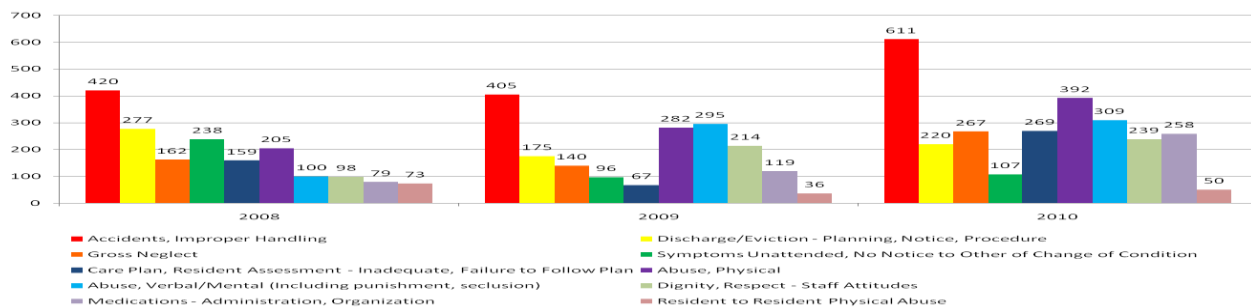
Source: VisionLink, Tapestry web reports



Ombudsman Program. The Long Term Care System is multi-faceted with complaints ranging from physical and verbal abuse to failure to follow a Care Plan for a resident. The Long Term Care Ombudsman is responsible for advocating for rights for LTC residents, and investigating abuse, neglect, and exploitation of these residents.

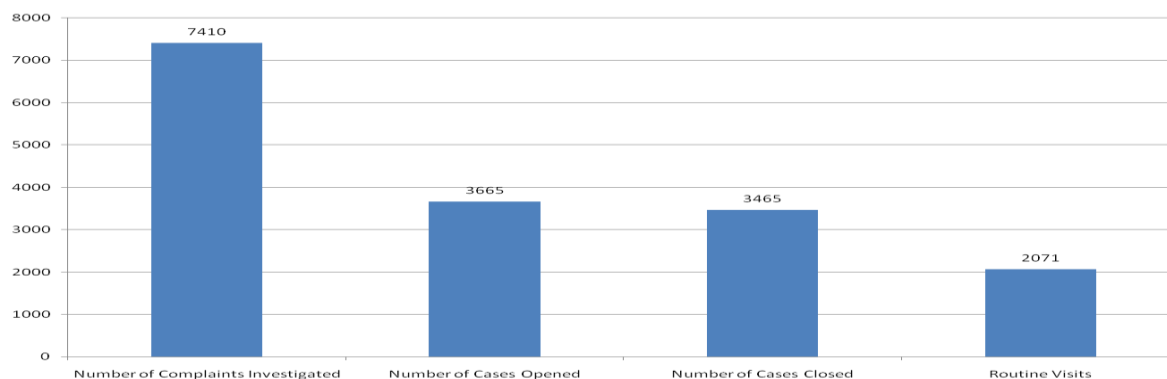
Source: National Ombudsman Reporting System (NORS)

Top Nursing Home Complaints for 2008, 2009, 2010



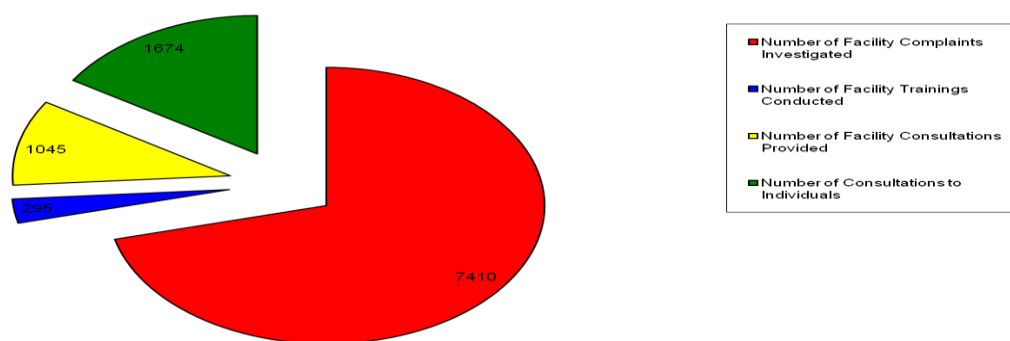
Source: National Ombudsman Reporting System (NORS)

Long Term Care Ombudsman Program Complaint Data Summary FY 2010



Source: National Ombudsman Reporting System (NORS)

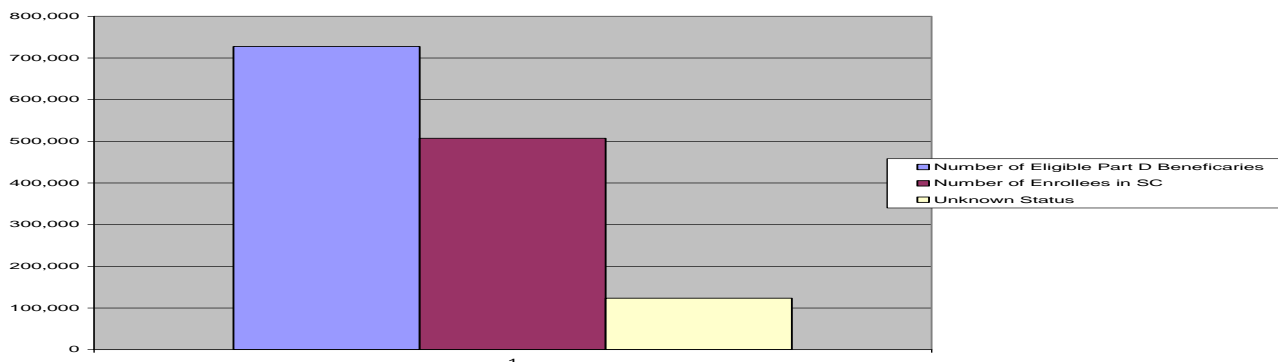
Key Measures of Program Accomplishments 2010



Source: National Ombudsman Reporting System (NORS)

Medicare Part D. The LGOA maintains a close working relationship with the Social Security Administration (SSA) and the Centers for Medicare and Medicaid Services (CMS) to assist seniors and disabled persons with access to prescription drug coverage.

Medicare Part D Enrollment As of February 2009



III.7.2 What are your performance levels and trends for key measures of customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization's products or services)? How do your results compare to those of comparable organizations?

The LGOA periodically conducts customer satisfaction surveys. Since the move to the Lieutenant Governor's office, the LGOA has evolved to meet the changing environment and needs of the state's growing senior population. It is hard to compare the federally mandated services and results to comparable organizations in SC Government because of its unique designation as a federally mandated State Unit on Aging through the implementation of the Older Americans Act as administered through the U.S. Administration on Aging. However, the LGOA is often cited by AoA as one of the best State Units in the United States.

III.7.3 What are your performance levels for the key measures of financial performance, including measures of cost containment, as appropriate?

Administrative staff continuously monitors fiscal data to ensure that agency operations remain within appropriated funds. Annual state audits are conducted to ensure sound fiscal management. The LGOA prides itself on being one of the most fiscally responsible agencies in state government. The office maintains its fiscal integrity by controlling its growth and monitoring every dollar spent, as it continues to provide critical services to senior citizens in a period of shrinking budgets.

III.7.4 What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

In 2011, a new Lt. Governor was elected and that resulted in a transition period. The agency has made available ample resources and training opportunities to enable employees to successfully perform their jobs. While there has been staff turnover in 2010-2011, length of employment is an important measure as it indicates loyalty to the office, level of job satisfaction and morale. Long-time employees also provide the office with a high degree of institutional knowledge.

III.7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises.)

Our primary measure is customer satisfaction while working with aging providers and our senior citizen clients. All measures directly relate to our mission of providing for the needs of South Carolina's elderly. Measurement of performance levels is conducted by Senior staff with individual staff evaluations. The Director and the Human Resource Office are directly involved with divisional leaders in all evaluations as well. Staff discusses policy changes at staff meetings and briefings with divisional leaders, including all emergency policies and procedures.

III.7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

The LGOA adheres to all state and federal guidelines regarding operations at our agency including procurement practices, human resources, and financial accounting practices.